

Study of Principal Time Use

Researchers from Stanford University's Institute for Research on Education Policy and Practice (IREPP) shadowed and interviewed 99 San Francisco principals in March and April of 2009. The principals were shadowed from 1 hour before school to the end of the school day, and the researchers recorded the principals' time use every 5 minutes and interviewed the principal at the end of the day.

Findings:

- Elementary principals in SFUSD tend to spend more time on "Administration" than other principals. (See Figure 1 for examples of tasks observed within the six domains of principal's time use);
- Principals at high poverty high schools trade off more time on "Internal Relations" for less on "Organizational Management;"
- Principals with less experience in the district spend less time on "Organization Management;"
- Elementary principals' "Organization Management" time use is positively related to API growth;
- In particular, "Personnel Management" time-use is positively related to API growth (e.g., hiring, addressing teacher concerns, managing non-instructional staff, releasing teachers);
- Principals are much more likely to report using professional development strategies over recruitment and retention strategies to develop human capital;
- Principals tend to not be *strategic* about human resource management – for example, principals tend to not target retention efforts or PD on specific teachers

Personnel Management (such as hiring, addressing teacher concerns, managing non-instructional staff, and releasing teachers) is positively related to API growth.

Conclusion:

- Organization Management tasks (and Personnel Management tasks in particular) are important for effective school leadership;

Figure 1: Six Domains of School Leadership

Instruction Management <i>Day-to-day Instruction</i> • Classroom observations • Informally coaching teachers • Using data to inform instruction • Evaluating teachers, providing feedback • Releasing/counseling out teachers • Planning PD for prospective principals	Organization Management • Developing a safe school environment • Dealing with concerns from staff • Managing budgets and resources • Hiring personnel • Managing non-instructional staff • Maintain campus facilities • Interacting/networking w/ principals	External Relations • Communicating with the district office to obtain resources • Working with local community members/organizations • Publicizing school events and achievements • Fundraising
Instruction Management <i>Instructional Program</i> • Using assessment results for evaluation • Evaluating curriculum • Developing a coherent education program across the school • Utilizing meetings to enhance goals • Planning PD for teachers • Implementing PD • Directing supplementary, after-school or summer instruction	Administration • Managing school schedules • Managing student discipline • Fulfilling compliance requirements and paperwork • Implementing standardized tests • Managing student services (e.g., records & reporting) • Supervising students (e.g., lunch duty) • Managing activities related to attendance • Fulfilling special education requirements	Internal Relations • Developing relationships with students • Communicating to parents • Attending school activities (e.g., sport events) • Counseling students or parents • Counseling staff about conflicts with other staff members • Informally talking to teachers about students • Interacting socially with staff