

The Many Hats of the Principal

(And How To Wear Them Well)



The Most Important Hats to Wear

1. Instructional Leader
2. Building Manager
3. Chief Scheduler and Roster Maker
4. Regulatory Guru
5. “Building” Personality

Instructional Leader



- Assures that appropriate curriculum goals are maintained
- Observes all teachers formally and informally
- Writes observations that are informative and helpful
- Principal compliments, encourages, and assists teachers
- Protect teachers from obstacles, hindrances, and annoyances

Assures that curriculum goals are maintained

- Faculty Meetings – Use faculty meetings to access standards and to review state assessments.



Grade level meetings



- Use grade level meetings to review results of previous assessments.
- Analyze data from assessments to realize instructional strengths and weaknesses.
- Set instructional goals based on data analysis.

Observe teachers informally



- Feel free to sit in during a lesson.
- Feel free to participate and even raise your hand as a student.
- Find reasons to compliment the teacher and students.

Observe Teachers Formally



- Schedule formal observations with every teacher.
- Hold a pre-observation conference.
- Hold a post-observation conference.

Written Observations

- The written observation form should be informative and helpful.
- Find areas of strength to compliment teacher.
- Be honest in both complimenting and citing areas of weakness.
- Always include suggestions for improvement.

Protect and Support Teachers



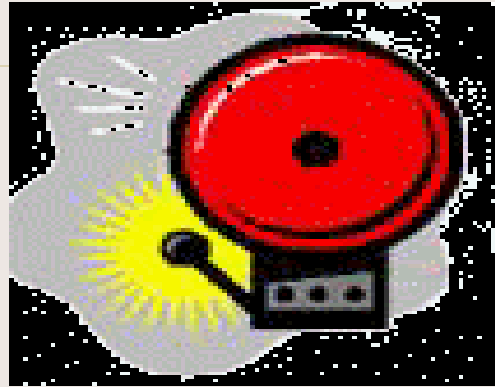
- Support teachers in their work with students.
- Support teachers in their work with parents.
- Support teachers with classroom needs.

Building Manager



- Assures the safety and comfort of students and staff
- Maintains adequate supply of instructional and non-instructional supplies
- Assures efficient and safe procedures for arrival, dismissal, and student supervision

Safety and Comfort of Students and Staff



- Create multi-disciplinary group to monitor, review, and improve building safety and comfort.
- Practice safety drills including fire drills and “lockdowns.”
- Create multi-disciplinary group to review procedures for arrivals and dismissals and other areas where student supervision is required.

Chief Scheduler and Roster Maker

		10:00 - 10:30		11:00 -
Note	Day	Busiest Class	Count	Busiest Class
	Monday	Class #9 - Rosalva	5	Class #10 - Eva
	Tuesday	Multiple Activities	1	Multiple Activities
	Wednesday	Class #2 - Luz	2	Multiple Activities
	Thursday			
	Friday			
Student	Day	10:00 - 10:30		11:00 -
Ann B	Mon	Class #2 - Luz		Class #9 - Rosalva
Ann B	Tue	Class #1 - Eva		Class #10 - Eva
Ann B	Wed	Class #2 - Luz		Class #10 - Eva
Ann B				
Ann B	Fri			
Bill E	Mon	Class #1 - Eva		Class #10 - Eva
Bill E	Tue	Class #2 - Luz		Class #2 - Luz
Bill E	Wed	Class #2 - Luz		Class #15 - Pia
Bill E	Thu			Class #9 - Rosalva
Bill E	Fri			.

- Creates rosters for classes
- Creates schedules for lunch, specials, and student services.
- Creates schedules for staff duty periods and supervision.

Create Rosters for Classes

- Involve teachers in creating classes for the next school year.
- Parent requests should be avoided if not prohibited.
- Be consistent and firm in not accepting parent requests to change a teacher prior to, or at the beginning of, the school year.

Create Schedules for Lunch, Specials, and Student Services (*With Teacher Input*)



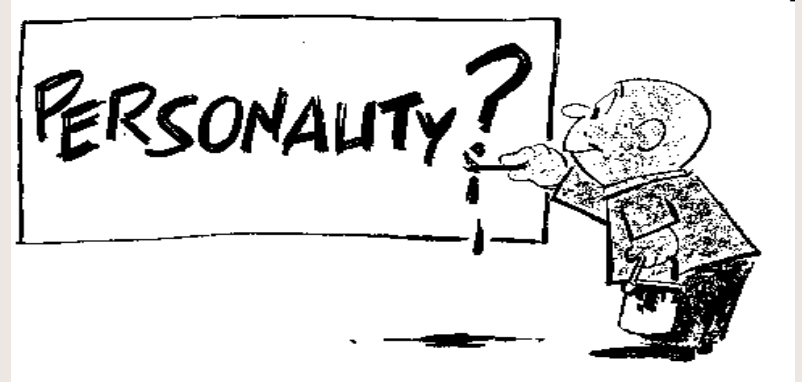
- Create schedules with input of teachers.
- Remember that teachers care very much about their schedules.
- *Try, try, try* to include some “uninterrupted time” in as many classroom schedules as possible.

Regulatory Guru



- Be Knowledgeable of Changes in Standards and Assessments (NCLB).
- Be Knowledgeable of IDEA Regulations.

“Building” Personality



- The way in which a principal works clearly affects the way a building works.
- The “personality” of a principal will affect the “personality” of the school.

Characteristics of Successful Principals

(Which in turn create successful schools)

- “People skills” count the most!
- Be visible.
- “It’s not my job” is not in your vocabulary.
- Be honest, consistent, and stay clear of gossip.
- Know and prioritize your constituencies.
- Compliments and praise are powerful motivators.

And Finally,

Keep Your Sense of Humor!

