

Time Management Audit for a Principal of 3 grades, 2 Buildings, and 1 family

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Background That Led to Your Inquiry:

I am the Principal of Mt. Vernon Middle School (grades 6, 7, and 8) in the midst of a very unique, yet temporary, educational setting. In order to cut costs in 2011 corporation-wide due to a financial crisis, the 8th grade has been housed since at our High School. So if you can imagine, I am responsible for approx. 1000 students and staff members in 2 separate buildings. Currently, we are undergoing an extensive renovation for the reunification of all 3 grades at Mt. Vernon Middle School starting in August 2018.

With the current renovation and future reunification of my school, Mt. Vernon Middle School, I have conducted a Time Management Audit to analyze where my professional time and energy is being spent with the overall goal to achieve balance with my instructional leadership, as well as building management.

Therefore, the purpose of my action research was to build my capacity as an educational leader in order to improve instruction at Mt. Vernon Middle School.

Statement of Your Wondering:

With this purpose, I wondered that with the current renovation at MVMS, along with the reunification plan of the 8th grade Academy with grades 7 and 6, where is my time being spent in order to build my capacity as an educational leader in order to improve instruction?

Methods/Procedures:

To gain insights into my wondering(s), First, I decided to conduct an audit of my time spent at school for the 4 months of December of 2017 and January, February, and March of 2018. With this in mind, I had many essential questions before I began the audit.

- How much time do I spend evaluating Teachers?
- How much time do I spend helping Teachers improve instruction?
- How much time do I spend improving the programming in order to improve instruction?
- How much time do I spend on building renovation?
- How much time do I spend on planning for the reunification of all 3 grades (6-8) in one building?
- How much time do I spend on my own professional development? Webinars? Seminars? Book Studies?
- Where am I wasting my time? What is non-productive? Non-efficient? Non-effective? Of-course?
- What can I delegate?

Second, I developed an Excel spreadsheet in 60 minute increments from 8 a.m. to 5 p.m.; in order to monitor my time management using the labels listed below.

Labels:

- II = Instructional Improvement - Evaluating Teachers, Conferencing with Teachers, building program enhancements
- PD = Personal Professional Development for me
- CM = Construction Management (Renovation & Reunification Details)
- SE = Special Events (i.e. convos, fundraisers, field trips, etc.)
- DISC = Student Discipline incidents & investigation
- PR = Public Relations Events, Networking, Conversations with Parents/Potential Parents
- S = Supervision of Students

Thirdly, as the first weeks of data from the time audit were compiled, I began to analyze the data in a simple format of the total sum of the hours spent either Instructional Improvement (Evaluating Teachers, Conferencing with Teachers, building program enhancements), Personal Professional Development for myself, Construction Management (Renovation & Reunification Details), Special Events (i.e. convos, fundraisers, field trips, etc.), Student Discipline incidents & investigation, Public Relations Events, Networking, Conversations with Parents/Potential Parents, and the Supervision of Students. Looking at the totals week by week, it was becoming evident where I was spending my time and where I was not.

Stating Your Learning and Supporting it with Data:

The Results from my Time Audit (58 consecutive school days) *An email attachment of the Excel spreadsheet will be sent to Lori Davis.

Instructional Improvement (II)	407 hours
Special Events (SE)	22 hours
Public Relations (PR)	6 hours
Supervision (S)	124 hours
Professional Development (PD)	30 hours
Construction Management (CM)	174 hours
Discipline (DISC)	26 hours
8GA (8GA)	31 hours

As a result of analyzing my data, 3 important things I learned include:

- 1) Spend more time at the 8th grade Academy

After a few short weeks of analyzing the data in December, I was taken back by my lack of time spent at the 8th grade Academy. Most weeks, I was spending only 10 to 20% of my time at the 8GA. I quickly made a point to be intentional about going across the street to the 8th grade Academy for any reason.

- 2) I was keeping a healthy balance between instructional improvement and building management.

Overall, there are many positives from this, and one being my time spent on instructional improvement and building management. The data shows that I am still keeping my #1 focus on instructional improvement; which I believe is where it should be. The construction process was and still is keeping me busy, but the data shows that I was still spending about 60% more time on instructional improvement rather than building management.

- 3) Areas for Growth

Other areas of concern to be addressed is the need to spend more time developing community partnerships through positive public relations; and also allotting time for personal professional development. I spent only 6 hours on public relations, and 30 hours on personal professional development. I will be setting goals for the next school year to increase time spent of personal professional development and on public relations.

Providing Concluding Thoughts:

A general reflection starts with where I am headed for the Future? To be intentional! Be intentional on where I spend time! What I truly value is where I spend my time. I realize that I will always need to spend time supervising students, disciplining students, etc. I realize today that I need to set goals on keeping instructional improvement my #1 focus while maintaining a balance with building management. In the short term, I will maintain my objective of being more present at the 8th grade Academy for the remaining weeks the school year. As well providing time to grow myself, personally and professionally, and at the same time growing my school is essential.

What have you learned about yourself as an administrator? I certainly am reminded that a Principal wears many, many hats, and is asked to go from one area of expertise to another quickly and precisely. Through this process, I have found that I do love the construction process, but yet I still see the instructional process as integral and paramount. Both are related. Sufficient facilities along with good teaching practices work hand in hand.

What have you learned about your teachers/your school and what are the implications of what you have learned for your work?

Through various surveys that I have conducted, the construction process has left some teachers feeling anxious, nervous, and fearful of the future. Many, if not all, are positive about the general long-term direction of our school, but the implications upon the staff has led many to feel that Ben is too busy with construction and is not as readily available as he once was. Overall, that is mostly true. In 4 months, I spent 174 hours on construction management that could have been spent in the classroom. Yet, I still have spent significant time involved in instructional improvement. Finally, I do know that this too shall pass. The construction project is set to conclude by December 31st, 2018.

I will be making changes in my practice. I could have spent more time with the 8th grade students and faculty. Todd Whitaker is quoted in his book, *What Connected Educators Do Differently*, "We take the view that truly connected educators connect in a wide variety of ways, never losing sight of the fact that no amount of online connectivity can replace connecting face to face." I could have spent more face to face time with my 8th graders – adults and students.

I will be setting goals for the 2018-19 school year to address the areas of concern by being intentional on dedicating more time in developing community partnerships through positive public relations; and also setting aside time for personal professional development. Overall, the time frame for the project is supposed to end by December 31st, 2018. I do have many new wonderings, with one being, "What will I do with my time when construction is over?" Meaning, should I conduct another time audit to see where I value my time in the areas of Personal Professional Development for myself, Special Events (i.e. convos, fundraisers, field trips, etc.), Student Discipline incidents & investigation, Public Relations Events, Networking, Conversations with Parents/Potential Parents, and the Supervision of Students.

Time Allotment Project:		Week of: 1/15/18														
	M			Tu		W			Th			F				
7:30 AM to 8:30 AM						CM			II			II				
8:30 AM to 9:30 AM						II			II	S		II	SS			
9:30 AM to 10:30 AM				CM		II			II			II				
10:30 AM to 11:30 AM				II		II			CM			CM				
11:30 AM to 12:30 PM				II	S	II	S		CM	II	S	II	S			
12:30 PM to 1:30 PM				II	S	II	CM	S	II	S		II	S			
1:30 PM to 2:30 PM				II		II	CM	SE	II			II	8GA			
2:30 PM to 3:30 PM				CM		II	8GA		II	CM		CM	8GA			
3:30 PM to 4:30 PM				II		II			II	CM	S	SE	II	SE	S	8GA
4:30 PM to 5:30 PM				II		II	CM		II							
5:30 PM to 6:30 PM						II	PR	SE								

Instructional Improvement (II)	32
Special Events (SE)	4
Public Relations (PR)	1
Supervision (S)	11
Professional Development (PD)	0
Construction Management (CM)	12
Discipline (DISC)	0
8GA (8GA)	4

Time Allotment Project:		Week of: 1/8/18										
	M			Tu		W		Th			F	
7:30 AM to 8:30 AM	CM		S	CM	S	CM	S	PD			CM	
8:30 AM to 9:30 AM	II			II		II		PD			CM	
9:30 AM to 10:30 AM	II			II		II		PD			CM	
10:30 AM to 11:30 AM	II			II		II	CM	PD			CM	II
11:30 AM to 12:30 PM	S			II		II	S	PD			CM	II
12:30 PM to 1:30 PM	CM			II		II	S	PD			CM	II
1:30 PM to 2:30 PM	SE		PD	SE	CM	II	CM	PD			II	
2:30 PM to 3:30 PM	II		8GA	DISC	II	II	CM	PD			II	
3:30 PM to 4:30 PM	II		S	SE		S		PD			CM	
4:30 PM to 5:30 PM	II			II	CM	PR		PD				
5:30 PM to 6:30 PM	PR							PD				

Instructional Improvement (II)	25
Special Events (SE)	3
Public Relations (PR)	2
Supervision (S)	8
Professional Development (PD)	12
Construction Management (CM)	16
Discipline (DISC)	1
8GA (8GA)	1

