



District
Management
Group

MANAGER'S TOOLKIT

Defining the Role of the Principal

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Use this toolkit to assess the alignment between the principal's job and the district's theory of action and to clarify the role of the principal.

Defining the Role of the Principal

Name	Role
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This toolkit focuses on aligning the principals' job to the district's theory of action. Both principals and central office staff should complete the questions below, and then assess how significant the gap is between the current prioritization of principal time and an ideal scenario. This information can then be used to refine district policies in stages three and four of the management process.

Establish the District's Theory of Action

What is your district's theory of action? Can you summarize this in one sentence?

What is the principal's role in executing this approach? Can you summarize this in one sentence?

Clarify the Role of the Principal

How will "success" be defined? Can you articulate what a great principal is or does?

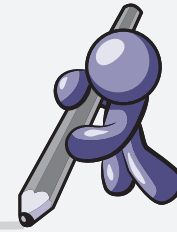
What results or outcomes will the principal be measured against?

How much autonomy does the principal really have? In which areas does the principal have high degrees of control? How about areas of low control? Is this the right mix?

How much intra-district variability exists? Are some principals given greater autonomy than others? How is this managed? Do support mechanisms differ across campuses?

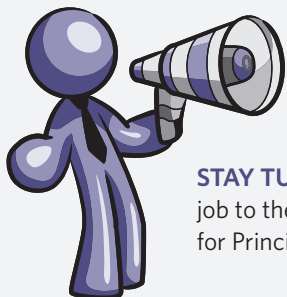
What is your main focus today for improving principal effectiveness? Does it align with how you defined "success" above?

Principal Time Allocation Worksheet



For a given period of time, please indicate the percent of time you or district's principals currently spend on key responsibilities, and how much time you ideally would like them to spend on these topics. Where are the gaps?

Principal Role	Elementary School		Secondary School	
	Current	Ideal	Current	Ideal
Curriculum & Pedagogy				
Induction, Mentoring, and Professional Development				
Assessment and analysis of performance data				
Teacher observation and evaluation				
Hiring and firing teachers & staff				
Operations Management (Facilities, maintenance, transportation, food)				
Order, discipline, school security				
Strategic Leadership (Mission, values, reform strategies, etc.)				
Community Leadership & Public Relations				
Financial & Regulatory Management (Budgets, Mandates, etc.)				
Total	100%	100%	100%	100%



STAY TUNED! This worksheet focuses on the formative steps of designing and aligning the principal's job to the district's theory of action. The District Management Council will be publishing a full toolkit for Principal Effectiveness that aligns all four stages of principal effectiveness management.