

Shadow Principal: March 20, 2009

Time	Activity	Reflections
8:00-8:30	Morning Announcements	The Principal came to school and immediately checked his e-mail. He said he had to send off an e-mail before 8:30. Then he read the announcements. He always begins each day by stating the school's mission statement. He reminds the juniors that next week is the GHSGT. He stresses the importance of being on time and getting a good night's rest. He grips the microphone tightly as he tells them to review the notes and study materials that the teachers provided them during this week's GHSGT academy.
8:30-9:30	Office	As he rounds his desk, a student is brought to his office by security. The security officer apologizes, but he says the discipline principal is about to go to a hearing and the other AP is in with a parent. The security guard says that this young man refuses to follow his instructions. He told him to go to class, but he refused and the young man refuses to pull up his pants. The principal asked the young man his age. The student responded he was 16. The principal told him in a matter of fact voice, he was old enough to make his own decisions. He told him he can pull up his pants and go to class as the security asked or he could call his mom to pick him up, but he must follow the directions of the security officers and the school if he wants to remain here. They young man pulled up his pants up. The principal shook his head with a wry smile and told me that many kids want to do the right thing. He explained that the young man was probably upset about something else, and he brought that frustration to school with him. He hurriedly ate his breakfast. He responded to e-mails. He commented that he wished he was a faster typist. He never dreamed computers would take over as they have. In the middle of an e-mail a teacher stood in his doorway and wanted to know if he could fill out her letter of recommendation for grad school. He stopped what he was doing, opened up the link and filled it out. While he was filling it out, someone radioed that a teacher needed security. He radioed to security to handle the situation and make him aware of what was going on. A few minutes later, security said a teacher just wanted a student who wouldn't follow directions to leave the class. He shook his head. He stated that teachers must realize that sometimes they must handle their own discipline. What did the teachers do before we had so much security? They did what I did. They handled the discipline.
9:30-9:45	Walking the Halls	During class change, he walked a couple of halls. He observed that some teachers were not outside of the hall during class change. He radioed the secretary and told her to make sure the teachers know that they must be in the hall during class change. A little bothered, he told me that there must be adult presence in the hallways during class change. He knows that sometimes there are exceptions but there really should be more adults in the hallway. He would make sure they address that in the next faculty meeting.
9:45-10:00	Talks to cafeteria Manager and Head Custodian	He asks them if they notice a change since the kids were on sack lunches since the food fight. They responded that there has been a change. He smiled and appeared glad that it worked. He turned to the Head Custodian and asked him if all of the leaks from the recent rain storm had been cleaned up. Yes was the response. Sighing, the custodian announced that he was glad the repairs to the roof and the heating system had been approved. The principal joked, "better late than never."
10:00-11:00	Returns to His office to get ready to go to meeting at the County Office	He notices that there are three people sitting in the office with visitors' passes. The secretary follows him into the office. She stated that one person wanted to talk to him about buying some books that he'd purchased. Another parent was a parent waiting for a conference with a teacher, and the third person wanted to give him their resume. He let out a long sigh; he asked her did she tell the person that all book purchases have to come from vendors approved by the county. She said yes and she told him that he was unavailable, but then the principal walked in the door. He mumbled, I have a meeting to get to I really don't have time for this. He grabbed his coat, keys, and went to the office and greeted them with a smile and apologized but stated he had to go. He suggested that they both contact the county office to find out about applying for a job and submitting the books to the appropriate person. With that he rushed out the door.

Shadow Principal: April 23, 2009

Time	Activity	Reflections
8:00-8:15	Morning Duty	He monitors the cafeteria at the time of class change. He speaks to one young man about his dress and not following the dress code policy. He reminds him that his pants must be pulled up and his shirt tucked. He radioed security, "make sure group of students get to class and do not hang out on the Science Hallway."
8:15-8:50	Morning Announcements/ Parent Conference	He makes morning announcements on the PA system. He stresses the tardy policy. He states, "students, I strongly suggest that you students take advantage of the Amnesty Day and also take advantage of the opportunities to pass all classes." A parent who came without an appointment demands to speak with him at once. Sensing that the parent was obviously angry, he smiles and agrees to meet with her. The parent is not comfortable with my presence at the meeting, so I wait outside of his office. A counselor is summoned to the meeting, and she escorts the mother, who is crying, out of the office. I assume the counselor is taking the mom to her office.
8:50-9:40	E-mails and phone calls	After the meeting, he invites me into his office. He explains that the mother is having some problems with her son's grades and behavior. She is upset because she blames another student for her son's behavior. She wanted information about another student whom her son has befriended. He asked the counselor to come in so that she could meet with the mom and call the young man to counselor's office so that they can look at the young man's grades and try to intervene. He explains to me that administrators should never release information concerning another student to anyone other than the student's parent/guardian. Otherwise, it would be a huge breach of confidentiality. He said the mother just wanted to be heard. He spends the next twenty minutes responding to e-mails. He stated that he had 10 new e-mails since the last time he checked his e-mail and that was around 5:00 the previous day. His secretary stops in to get him to sign some forms. He asks her to explain what they are to him. He scans the forms as she talks and signs. He tells me, "you must have an administrative assistant that you can trust." Although he reads everything prior to signing, it is most helpful to have Ms. ___ assisting him.
9:40-10:10	Hall Duty	He stands on hall duty. A group of boys take their time. The principal is not bothered. He simply keeps his eyes on the group until one notices him watching. The young man told the other guys, "Let's go." The group disperses. He states that as principal, you have so many responsibilities. You can't use up your energy yelling at the kids. They normally respond to eye contact. Four teachers come up to tell him different things. He puts up his hand and asks them to send him an e-mail. He laughs and said, during the course of one day, you will have fifty people who come up to you assume you know what they are talking about or remember what they tell you. It's impossible to remember everything. If it's truly important, people will send e-mail. If not, they won't.
10:10-11:00	Checked e-mails answered phone calls, and conference with Assistant Principal	He goes back to his office. He checks his e-mail and notices that he has had 6 more e-mails. He shakes his head. He said that he is expected to check his e-mail this often. He explains that the county office will often send important information and requests via e-mail, and there is no excuse for not responding. He calls the AP of Instruction in his office to discuss a report that is due to the county office. Both of them read the e-mail. "Handle this please. I don't want any phone calls." He receives a call on his Blackberry. They both laugh. He says that principals must have this on at all times. It is obvious that it is an important phone call because he mouths to the AP that he will talk with her later. Ten minutes into his conversation, it is time for me to leave.

Shadow Assistant Principal #1: August 19, 2008

Time	Activity	Reflections
8:00-8:10	Morning duty	Assistant Principal stands outside and writes down the times each bus arrives. She smiles and jokes with the students urging them to hurry up. The students seem to really like her. Some congratulate her on her recent promotion to administrator.
8:10-9:40	Office	She writes passes for tardy students. The new tardy policy started this week but the kids don't seem to get it. She becomes frustrated and tells the students they are going to be assigned administrative detention if they make tardiness a habit. She speaks with three parents and asks them <i>nicely</i> to make sure that their students get to school on time. She also assigns lockers for students who are just entering school.
9:40-10:30	Monitors Hall Traffic and Checks Lockers	Many lockers are not working, so she walks all around the school checking the combinations of the broken lockers. She makes notes of the ones that are truly broken and the ones that students need to learn how to operate. She laughs and says, I bet you didn't know you would have locker duty.
10:30-11:00	Office	A police officer brings three truant students to school. She contacts their parents and assigns them the appropriate consequence. When she talks to the students, she tries to find out what their goals are and talks to them about making good choices.

Shadow Assistant Principal #1: October 1, 2008

Time	Activity	Reflections
8:00-8:10	Morning duty	Assistant Principal stands outside and writes down the times each bus arrives.
8:10-10:30	Office	She uses today to call students for whom referrals have been made. All of the referrals are from students with excessive tardiness and/or skipping. She complains that she wishes she had student office aids. She complains, sometimes the kids take forever getting here. The computer beeps. She says, see that means there's another e-mail. I bet it's a referral. She checks, hits the desk and laughs, I told you so. Most of the students admit their guilt and accept the consequences. One student is really combative and talks disrespectfully. I can tell that she is really angry, but she tries not to let the student see it. After the student is given the consequence, he leaves the office. She explains, I've only been in this business for a couple weeks, but I've learned that they are just kids. Even though they may try you, you have to keep your cool. You've always got to be thinking. She shakes her head and asks for the next student to come in. Another student shows up, she's been caught skipping class. The Assistant Principal walks the young lady to the library and looks for something inspirational for her to read. She finds a short biography on a famous young woman and instructs the student to write a one page report on the woman. The young lady seems receptive and agrees to write the report.
10:30-11:00	Attends Meeting	She attends a meeting for which I am the manager. She listens to my presentation and asks questions. She makes suggestions as to how she can assist me with this new initiative that the county is undertaking. She talks with me after the meeting and thinks that this new process will make her job easier. Plus, since I agreed to take the responsibility of being the manager, it will lighten her load a little. She then shared all of the different roles that she is responsible for. She states that's why she is normally one of the first and last ones to leave.

Shadow Assistant Principal #2: March 9, 2009

Time	Activity	Reflections
9:40-11:00	Office	<p>Next week is GHSGT Academy week. All Juniors will be housed together in an Academy reviewing for the GHSGT. The Assistant Principal is planning and organizing the academy. She's asked that I be there so that I can see how it's done. She wants me to be in charge next week because she will be attending a week-long meeting at the county office during the time of the academy. She uses the master schedule to reschedule the classes. She uses post it notes to organize her charts by departments. She meticulously looks at each teachers schedule and creates a framework for the new schedules. As she performs tasks on the computer, she talks what she's thinking. She says things like, "I'm going to put this sticky; Mr. B is on planning so he can't cover, this modular will go to lunch at this time, etc." She smiles at me and says that it helps her stay focused on her work. As she tries to do this, the phone rings several times. She doesn't seem bothered. She stops what's doing to answer the calls. As she speaks on the phone she continues to create the schedule. She minimizes the schedule to fire off an e-mail in reference to the call. When she is off the phone, she says, "you have so many interruptions that you learn to multitask. Around 10:30, she tires of the phone ringing and forward her calls to voicemail. Then she grabs a stack of colored paper and goes to the copier. She begins to make the copies of the schedule for all of the teachers impacted by the academy. We make several trips back and forth to the office with the copies. She says, the fun stuff begins when we stuff the notebooks for all 300 plus students. She works making small talk She jumps up when the bell rings at 11:17.</p>
11:00-11:30	Copier	<p>She makes copies for all of the teachers and juniors. The copier jams, she laughs, roll up her sleeves and unjams it. A couple teachers ask can they interrupt her copying to make "quick" copies. She agrees. She is interrupted by three different teachers who all needed class sets of something. She just smiled and obliged. When the bell rang, she hunched her shoulders and said she would have to try to finish later. She was on her way to lunch duty.</p>
11:30-12:15	Lunch Duty	<p>As she performs her duty, she snacks on some fruit. She mumbled, "I hope I get to eat lunch later on, but I have so much to do."</p>
12:15-12:40	Office	<p>She returns to her office and tries to go make copies to find out that it's broken, so she grabs some lunch.</p>

Shadow Assistant Principal #2: April 17, 2009

Time	Activity	Reflections
9:40-12:00	Office	<p>She is working on an event for the PTSA. They are going to hold an AP Class(Advanced Placement) emphasis night. She looks through her files and hands me information. I will be coordinating with her. She proofreads a letter and makes some additions to it. A teacher comes in during his planning to give her an update on information. She's bothered that he didn't complete what she asked. She fields a call from a parent who is upset that a teacher has not posted new grades. She checks the computer, unbeknownst to the parent, and agrees to speak with the teacher. When the call ends, she remarks that teachers must post at least two grades per week. Parents do not like surprises. She calls the teacher and asks the teacher to see her on her planning period. A student comes in angry. The student wants her schedule changed. The assistant principal explains that it's too late in the semester to change class. Upon questioning the student, she determines the student must apply herself more. She contacted the parent. She talked politely to the mother and told the mother that the student would have to remain in the class. The student was still angry and said that she still wanted out. The assistant principal spoke firmly to the student and said, "you still have time to pass. You must apply yourself." When the student left, she said at least once a week, someone wants to change their schedule, but you can't.</p>
12:00-12:40	Lunch Duty	<p>She had to perform lunch duty. She deals with kids who jump the lunch line. They go to the end of the line without incident. Security brings two students who are threatening to fight. She radios to see if the intervention counselor is in his office, he is, so she instructs security to take them to him. She admonishes a group of students to sit down.</p>