

Chapter One

Organizing

Managing the day-to-day operation of a school is challenging, even on the best days. The principal has to juggle literally hundreds of issues, problems, and requests, from the mundane to the life threatening. By the end of a school day, a principal has fielded numerous phone calls and visits from staff, students, and parents and has made the many regular committee meetings, class visits, and activities that constitute school life.

Being organized is a must. Whether your school is a small elementary school or a large high school, to be an effective principal you must be proactive in planning and organizing your time. There are far too many expectations and demands of principals for principals to rely on their memory or to take things as they come. In this chapter, we share some time-tested methods that will help you keep the never-ending paperwork requirements under control and allow you to allocate time to attend to the most important activities of an effective leader.

SETTING UP YOUR ORGANIZATIONAL SYSTEM

Creating an organizational system to manage and prioritize day-to-day work is essential if a principal wants to create time to be a leader as well as a manager. Begin with a master calendar that is easy to maintain and portable enough to have with you at all times. This can be as simple as a small, paper academic-year calendar that fits in a pocket to the new, handheld technologies that have the power to store extensive data. The calendar is more than a list of meetings, conferences, and activities. It is also the place to record reminders of

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time-sensitive tasks and emergency phone numbers as well as the place to jot notes down as the need develops. While a number of companies offer comprehensive systems to stay organized, developing one's own system is just as effective and costs much less.

A to-do list is the next critical organizational tool every principal needs. Whether this consists of a large chart on the wall or a handmade list on a sheet of paper, to-do lists not only help ensure all tasks are identified but also offer a chance to prioritize and sequence work efficiently. To-do lists can help track productivity and form the basis of a yearlong list sequenced by date.

Filing and keeping track of the thousands of pages of paper, reports, and letters that flow to and from the principal's office is another key to an efficient organizational system. All too often, a principal loses valuable time looking for that suddenly vital document or note. Creating an effective filing system, a task often performed in conjunction with a secretary, is very important. Filing methods are personal, but we offer the following suggestions:

1. Have your secretary make a copy of each memo and file it by date in a three-ring binder.
2. Keep folders of current projects close at hand, either on a desktop holder or in your desk.
3. Have your secretary file personnel files that contain evaluations and observations in a locked file cabinet. Keep folders of current employees in one section and retired, resigned, or released staff folders in another section.

Part of creating an organizational system includes how one uses time at work. Scheduling conferences so that there is an ending time, grouping phone calls at an otherwise quiet time, and scheduling time to tour the building each day are just a few of the techniques that help create the time needed to fulfill the leadership role.

- Keep a master calendar that works for you.
- Use to-do lists and save them to create a yearlong list of tasks.
- Design a filing system that works for you and your secretary.
- Be efficient in structuring your work time.

All too frequently, principals find themselves tied up in long meetings that require little input or attention from the principal. Making sure to have work projects with you can offer the principal a chance to complete a quick memo or write notes to staff, parents, or students. The section "Carry Your Own Desk" offers tips on how to make this part of your organizational system.

MAKE TO-DO LISTS

All too often a principal's to-do list ends up in the circular file at the end of the day or week. Make effective use of your lists by systematically organizing and saving them. This helps you develop a yearly planning guide and ensures that annual activities are not forgotten.

Your to-do lists can be formatted in a way that organizes and prioritizes daily, weekly, and long-term tasks. Specifically, create a section for immediate tasks, a section for long-term tasks, and a section for list phone calls you need to make. (See Resource A for a sample.)

Updating your list once or twice a week offers you the opportunity to plan your time and efforts effectively. Because they include important notes and phone numbers, used to-do lists should be filed or placed in a notebook.

The summer is a great time to review your year's worth of to-do lists and plan for the coming year. It's also a chance to create a master yearlong to-do list, which is a great organizational tool that reflects the unique characteristics and culture of your school.

By saving your entire file of daily and weekly lists, you will create your year-long list. One way to make the saving process simpler is to use a loose-leaf notebook to keep all the lists in date order. Then, over the summer, go back through the lists, color-coding key tasks by category. The notebook serves as a record of phone numbers, names, addresses, and other information that might otherwise be hard to find. Combining the lists either by month or topic provides you with a reminder list for the major tasks for the coming year. (See Resource B for an example.)

Your saved to-do lists provide a record of how you allocate and use time. Over time, the lists may become part of the evidence needed to support staffing and budget needs. A master yearlong list can also be divided into monthly tickler files to ensure projects and time-sensitive tasks get started in a timely manner. One principal has his secretary file correspondence in a month-by-month filing system. During the summer, he reviews the files, and, during the following year, he uses them as a tickler file at the beginning of each month.

Many school systems require principals to create yearly objectives. Previous years' collections of to-do lists serve as a great source of ideas to generate these objectives. Take time in the summer to carefully review and organize your to-do lists. Once you have a tentative list of possible objectives, be sure to share the list with your staff and ask for additions and priorities.

- Organize and save your to-do lists.
- Format to-do lists to identify priorities.
- Keep your to-do lists updated.
- Create a master yearlong to-do list over the summer.

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Your objectives should reflect not just your own ideas but also those of the entire school staff.

KEEP UP WITH MAIL

The principal often receives an enormous amount of mail. Opening and sorting it—let alone reading it—can be an overwhelming task.

Work closely with your secretary to develop a mail system. Your secretary can save you hours by opening, sorting, and prioritizing the mail. You can then make an initial review of your mail, directing items to appropriate staff. The remaining items can then receive your full attention.

Answering mail is also time-consuming. The more you can dispense with it at the time you review it, the better. Keep typical responses on file in your computer system, so you can create a quick personalization of the letter and keep the pile of return correspondence from getting too high.

E-mail has become both a blessing and a burden. Principals in many areas have joined together to form electronic mailing lists, which make sharing questions, ideas, and information much easier. On the other hand, e-mail creates the opportunity for distractions and lots of spam. Some districts and buildings have internal e-mail only, a great time saver and a way to avoid spam. Taking the time to learn the uses and potential abuses of e-mail will make for efficient use of this potentially valuable tool.

Use your mail as an opportunity to send positive feedback to your staff. Copying the superintendent on complimentary letters sent to staff members is a great way to recognize staff. Sending a copy of a workshop or conference opportunity to staff members tells them you are interested in supporting their professional development.

- The occasional letter of complaint should take priority. Before responding, do your homework by investigating the concern. Sometimes a personal call to the writer can resolve the problem. Be sure to alert your supervisor of any action you take because the writer may have sent copies to the board of education and the superintendent.
- Create a system to sort and prioritize your mail.
 - Use your mail to support and compliment staff.
 - Make the resolutions to letters of complaint a priority.

MAKE SPECIAL FOLDERS

Keeping track of the hundreds of student and staff issues that come your way each week is a challenge. The pile of phone messages and notes that

accumulate often measures a principal's day. Too often these messages and notes end up in the trashcan as each is addressed. It doesn't take long, however, for one of the issues a principal has already addressed to suddenly reemerge. How many times do principals wish they had saved the original message?

Keeping all phone messages and notes is a very good idea. Create folders labeled "Special Staff" and "Special Students" to retain all of these messages. Dating the folders and keeping them available gives a principal the original record of phone calls, messages, and meeting notes that may be needed to substantiate information in case of legal action or formal proceedings with a staff member.

As a situation grows into a full-blown crisis, establish a separate folder and keep all notes and phone call messages. Retain this folder well after the crisis has resolved because it is not uncommon for a lawsuit or complaint to rear its head again years later. In cases of student issues, what parents may accept as a resolution while their child is still student may change dramatically once the family is finished with the district.

- Retain your phone messages.
- Organize messages by date and category.
- Anticipate the worst and keep your supervisor aware of the situation.

CLIP, POST, AND SAVE THOSE ARTICLES

A few minutes a week to clip newspaper, magazine, and journal articles provides a principal with the opportunity to provide motivation, inspiration, and commendations. This is also a task that is relatively easy to assign to a secretary or an intern. Be sure the office has subscriptions to all the local newspapers and national magazines and journals. Articles that feature current students, staff, and the school should be clipped, posted, and then filed to create an historical archive. Mailing a copy of the article to the staff member or family of a student featured is an excellent way to create good will.

Designating a bulletin board or space in the office near the teacher mailboxes as a notice board is a great way to share news. Often staff members will respond by posting their own material. This also becomes a place to let people know of staff members or students who are suffering an illness or tragedy or who have good news in their families.

As you read the many journals that are available, stay alert to articles that are relevant to your staff. Sharing the articles with staff members is one way to acknowledge the work they are doing. Have your secretary make copies of the article and send them with a short personal note. As the instructional leader of the school, you are sending the message that serious educational ideas and

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programs are important. You will find a number of these articles will generate ideas for new programs that benefit your students.

Finding the time to maintain this process can be very simple. Keep a folder with articles in your briefcase and be sure to take it with you when you have tasks that may keep you waiting. For example, a visit to a doctor's or a dentist's office often leaves one with time to kill. You can make a major dent in the folder while you wait and feel that your time was not wasted. Even sitting on line for a car wash provides time to read through a few articles and send them on their way.

Keeping a file of articles that mention the school, from important sporting events to test results, provides you with an important source of material for projects

- Subscribe to all local papers.
- Share good news with all.
- Send staff interesting articles.

that occur infrequently or demand information that is hard to find. Accreditation activities, school anniversaries, celebrations, and class reunions are just a few of the activities that such a file can assist with.

CREATE YOUR OWN FILING SYSTEM

The life of a principal involves literally thousands of pages of paper a year. Organizing, filing, and sometimes retrieving paper can be a very frustrating—even an embarrassing—experience. Too often you cannot find that suddenly important paper. What principals need is a method of locating papers so quickly that even their harshest critics will be impressed.

So where to begin? Devise a system that fits your working patterns and stick with it. Keep files of active topics, issues, and projects close at hand. A stand-up file divider on your desk or a file drawer in your desk can accomplish this.

Keep a large to-file box handy, which you can use to drop items in that do not need immediate attention. Periodically, sort through the box, discard items that you know will not be needed, pull those of importance, and have your secretary file the rest. Some principals accumulate paper until the summer and spend a few hours doing their own filing.

Doing your own filing offers you a chance to cull material on a regular basis, which makes it easier to find items. This process also is a great way to refresh your memory and to organize tasks and projects for the coming year. Most magazines and catalogs can be discarded after a year because the magazine articles are often available on the Internet or through various library services and catalogs are updated by companies once or twice a year. Be sure to save all correspondence and memos related to accidents, serious discipline matters, and staff evaluation. It is not unusual for a graduate to sue a district over an accident or injury or for a former staff member to request a reference.

Major projects may require their own filing drawer or system. Keep a couple of portable file boxes handy to use with these projects. This enables you to take your files to meetings and have all key materials readily available. Accreditation activities, construction projects, and major committees are just a few examples of projects that might need their own portable file.

Some principals find a series of three-ring binders efficient for their filing system. Clearly labeling each not only makes filing much easier but also creates an impressive bookcase.

What you elect to file is also an important personal decision. One principal keeps a folder for each class on her desk with pictures of each student. The principal periodically reviews the folders, keeps notes of special accomplishments of the students, and checks off each student she has gotten to know. Another principal keeps copies of every special program and sports activity both as a reminder to write appropriate thank-you and commendation notes and as an historical archive for the school.

- Do your own filing.
- Devise a filing system that matches your style and needs.
- Use care when deciding what to file and what to discard, since this is a powerful decision.
- Keep pictures of students and staff on file.

CARRY YOUR DESK WITH YOU

Principals rarely spend much time in their offices. A typical day includes a variety of formal meetings and informal contacts with staff, students, and parents. Many times a principal crosses paths with a key player on a particular issue only to find that necessary documents or notes are sitting in a file back in their office.

Create a portable desk for you to make sure that the materials needed to address and resolve issues are close at hand. A slim, three-ring binder with pocket pages and a few sheet protectors will do the trick. Keep those lists of important phone numbers, staff evaluation schedules, the year's calendar, and so on in the sheet protectors. Label each pocket page with current issues and put the appropriate memos or notes in the pocket. Carry the binder to meetings or with you as you visit different areas of the building. You will be able to continue working on pending issues during lulls in meetings and have documents at your fingertips if needed. Your portable desk also makes it simple to take the most important work home and to have a ready resource when that emergency phone call comes during the weekend.

While many formal planning systems are commercially available, creating your own gives you the flexibility to make the system work for you rather than

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the other way around. Make sure that your binder reflects your school colors and has enough room to add material on a regular basis. Pocket labels include items for immediate attention. There should be a pocket containing material related to the superintendent, the students, the staff, the building administrative team, the next newsletter, and any long-term projects you are working on.

Each page protector provides room for such basic lists as a staff roster, the emergency school-closing phone list, administrative assignments, the school telephone directory, the grading system, a schedule for staff evaluations, the executive board of the PTA, and a list of homeroom assignments.

By having all of the key lists available as well as memos and notes related to the pressing tasks, a principal can make effective use of time that is often wasted.

- Take your office with you.
- Personalize your portable office.
- Use waiting or downtime to continue your office work.

Whether it is sitting in the doctor's office, listening to another repetitive presentation, or waiting to pick up your own child from a music lesson, having your desk with you at all times frees up time to invest in the leadership demands of the job.

TECHNOLOGY CAN SET YOU FREE

With a small investment of time and money a principal can take on the role of public relations agent for his or her school. A digital camera, color printer, and an office computer give a principal the tools to produce press releases for local newspapers. In addition, readily available image software programs enable a principal to produce personalized cards for staff and students or create bulletin board displays that feature students and staff.

Begin by purchasing a digital camera, learn to use it, and keep it handy in the office. Create a standard press release form and envelopes addressed to local newspapers. Call the students and staff who are being recognized to your office and not only take their picture but also compose a short caption for the picture using your image software. In a minute or two, the picture can be printed and mailed out with the press release. Most photo-quality printers can print as many as eight photos on one letter-size sheet of photo paper.

One principal annually attends one of his school's musical rehearsals. He takes a series of pictures, and, when students arrive the next morning, a bulletin board display of the show is complete and placed prominently at the front of the school. Another principal sends home both random and formal photographs to parents to acknowledge special events or just to say how well things are going.

Having a digital camera also helps to address vandalism or other incidents that may involve disciplinary or police action. Keeping a file with pictures of

graffiti or other damage to equipment and the building may assist a principal in bringing those responsible to justice.

Periodically schools undergo expansion or renovation. Creating an ongoing photographic record of the construction and changes not only functions as great bulletin board material but also provides a record that may help resolve any construction issues or problems.

- Make public relations a priority.
- A digital camera has many uses beyond public relations.
- Be your school's historian.

COPYING IS THE SINCEREST FORM OF FLATTERY

Principals often operate from the belief that every newsletter, speech, memo, or letter has to have new and original content. In most cases, following such an approach is time-consuming and not at all necessary. There are many situations, in fact, where using parts or all of a previous newsletter, speech, or memo is the practical and effective way to go. Add to this the many commercially available sources for letters, newsletters, and speeches, and effective principals can substantially reduce the time needed for these tasks.

Copying is the sincerest form of flattery; just be sure and give appropriate credit to the source. Copying can be in the form of reusing a memo, especially those that serve as annual reports of data, events, results, and so on. Just update the information, and the task is completed. This approach also helps develop an historical record that can be maintained from year to year.

Journal articles provide a rich source of material to use in speeches and reports. Create folders for articles that contain potentially useful information, quotes, and stories. Tear out or copy the article and file it for use at a later time. An example of this is one principal, who speaks each year at the Foreign Language Honor Society's induction ceremony. The principal keeps a folder with articles about foreign languages and is quickly able to find fresh quotes and ideas for the introductory remarks called for at the ceremony.

Conventions and workshops also provide a wealth of material and ideas for use in speeches and memos. Tapes and transcripts of presentations, as well as written materials, are often available. Saving material and organizing it by topic help to create a wealth of research that can be quickly retrieved. An added benefit of conventions is collecting the many give-away items vendors offer. One principal brings a "present" back for each of her administrative staff. Another principal restocks the office supply closet with the giveaways.

Technology also creates an efficient means of securing data and information needed for reports and memos. Many counties or administrative associations have created electronic bulletin board systems. A principal can

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post a question and within a day or so have data from many area schools on almost any issue. This was a particularly effective tool in helping principals

- Copy material—and give credit—to save time.
- Save journal articles to refer to for speeches and presentations.
- Take full advantage of conventions.
- Use technology to get help from your colleagues.

decide on the best approach for handling the anniversary of the September 11, 2001, terrorist attacks. Even though the disaster fell at the start of school, the bulleting board exchanges between principals provided ideas and strategies to manage the day in an appropriate way.

BE YOUR SCHOOL'S HISTORIAN

Imagine for a moment that your school's fiftieth anniversary is upon you and your board of education and your superintendent expect a dignified and informative celebration. You suddenly realize how much time researching your school's past is going to take. Just finding the names of all the previous principals may be a difficult task.

A little time devoted on a regular basis will make events like this easy to handle. Begin by keeping folders for articles, pictures, programs of special events, and so on. Your local newspapers and community association newsletters are a great source of material. Keep a box in your office and save copies of every school program for concerts, plays, ceremonies, and sports events, filed by year. This system makes for an instant source of information for any special anniversary or event.

Make sure your school has a secured collection of yearbooks. These should be guarded carefully because many times there are few yearbooks left or they disappear or get lost. You will want to have a yearbook on hand if one of your school's graduates emerges as a celebrity.

Many schools have alumni associations. These groups can be wonderful sources of material and help to a principal researching the history of a school. Be sure to create ongoing links with the alumni association and request copies of their newsletters. Class reunions also are a great source of history and material. Offering to host an event at the school helps forge positive links with outside organizations.

While most showcases and bulletins boards in a school reflect the current accomplishments and topics in the school, devoting one to the history of the school gives a principal the incentive to save appropriate material and provides visitors with a sense of the school community. Posting articles about successful alumni, teams, schoolwide events, and so on serves as a reminder to students and staff of the collective history of their school.

Maintaining a sign-in book for all visitors to the school is more than just a required security measure. The sign-in book can also serve as a source of information that can assist a principal in contacting alumni.

Saving copies of blueprints for the school is a must. All too often principals engaged in a much-needed building project are unable to locate the drawings for the existing facility. Keep a set of drawings in a secure location and be careful about lending them to others. Whether it is a minor change to create new space or a full-blown construction project, the architects and tradesmen will need the plans to avoid mistakes and problems.

- Save your school's programs and articles about students and staff.
- Tap into your alumni connections.
- Keep your building's blueprints on file.

BE READY FOR PROSPECTIVE PARENTS

Often a school is the most important aspect of a potential homebuyer's decision to purchase. Parents and realtors study test results and school and district rankings when making real estate decisions. As principal, you are expected to be a good salesperson for your school.

Because prospective parents may call or visit your school at any time during the year, keep a supply of informational materials readily available to share with parents. If you are busy, your secretary can give out the material and often eliminate the need for you to talk directly with the parents. The material should include a copy of the district and school calendar; copies of recent newsletters and student publications, such as the student newspaper or literary magazine; and a copy of the school profile used in college applications. These profiles include college entrance examinations, advanced placement course data, and other test data as well as demographic information. Elementary and middle schools should prepare the equivalent of a profile. Many states require schools to develop or provide school report cards. Copies of report cards should be available. Recent newspaper and magazine articles that include mention of your school or district also make for good handouts.

Time permitting, the principal should personally meet prospective parents because more often than not they end up in your school community. First impressions are powerful, and a few minutes of your time may earn a friend and supporter for life. One principal makes sure that as guidance counselors give new parents and students a tour of the building, they find the principal and introduce the parents to the principal.

In addition to having packets of material ready for prospective parents, many schools provide an area in the office for displaying copies of materials and

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articles. These handouts keep parents and community members occupied if they have to wait, and they provide another source of positive public relations. Give the office secretary the responsibility of keeping the material current and in ample supply.

Many parents have specific questions about the curriculum, a specific course, or a special program. One way for a principal to have up-to-date information on each of these is to collect copies of the handouts each teacher gives to students or parents at the beginning of the year. With

- Create a school information packet for prospective parents.
- Use your office as a center for school handouts and information.
- Know your program and curriculum.

these, principals can create a notebook by department that can be updated each year. One principal has each department submit copies of the handouts given at Back to School Night. This creates an up-to-date curriculum and program guide.

NOTE CARDS: THE BEST INVENTION SINCE SLICED BREAD

Note cards offer an abundance of uses for a principal. Keep a few blank ones in your pocket to jot down notes or reminders, to leave a note for someone, or to record inspirational quotes and ideas as they come to you for later development or filing.

Create a note card for each of your staff members, affixing a picture of the staff member to the card. Use the card to record notes about the staff member's background, interests, family, and so on. This is also a great transition tool. One new principal created a picture card for each staff member by making copies of a yearbook faculty section. She reviewed the cards so that she knew every staff member by name before starting the new job. She then held individual interviews with each staff member and kept notes on each card. Given the power of first impressions, her knowledge of names made a very positive first impression (see Resource C).

Note cards set up by educational topic can become a great interview preparation tool. One aspiring administrator built a set of more than one hundred topical cards based on interview questions and a review of current educational issues. The cards were easy to carry and could be reviewed as final preparation before an interview.

Principals are called on to speak at almost every school event, from formal ceremonies to informal gatherings. While preparing a detailed script for each event is ideal, practical necessity often means speaking

extemporaneously. Having a collection of note cards on educational topics and with thoughtful quotes is a quick resource to draw on for remarks and speeches.

Note cards are also convenient for jotting down important reminders and notes. As a principal circulates around the school each day, staff and students often make a variety of requests. The principal can put each reminder on a separate note card; at the end of the day, the principal organizes the cards in priority order and thus has a quick way of organizing his or her work.

- Learn the names of your students and staff members using picture note cards.
- Note cards with quotes help make speeches easy.

THE MASTER KEY IS A MUST

Management by walking around was the rage in the 1990s. Books and articles touted the value of being visible on a regular basis. Effective principals instinctively knew this—practiced it, in fact—well before the concept became the business theme of the month. What good principals also know is how to make effective use of this walking-around time.

“Timing is everything” is a phrase that fits the principal’s use of time. The start of the school day is a critical time for principals to be visible in the halls. On a practical level, principals see which staff members are ready to start and which arrive a few minutes late. Having your master key enables a principal to open the classrooms of late-arriving teachers and to clear the halls of students. Given the frequent shortage of available substitute teachers, the principal quickly becomes aware of any uncovered teacher absences and can take steps to resolve the problem.

Having a master key (or keys to all areas) is a must from a safety and security point of view. Often the principal is the first on the scene of a problem, and having access to appropriate equipment or locations is critical. A principal also needs to know the building and the essential systems that ensure safety and comfort. The fire alarm system, heating and ventilation system, intercom arrangement, phone system, and so on is essential for student and staff safety. Carrying a list of emergency phone numbers, access codes, keys, and so forth allows the principal to be an effective first responder to emergencies, no matter how small or great.

Many principals carry cell phones and pagers. Some cell phones can also function as walkie-talkies, thus providing two important functions. Program your cell phone with the important emergency and school numbers. Be sure your secretary and other key school personnel have your number.

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Given the recent emphasis on emergency preparation and training, schools

- A master key not only opens doors, but it is also an essential emergency tool.
- Know your school's emergency systems.
- Prepare for the worst and do all you can to ensure the best.

must have emergency plans, and often the principal maintains a special bag of emergency equipment in his or her office. This bag often contains a master list of students and staff, a list of phone numbers, a first-aid kit, and communication equipment, including a bullhorn and a mobile access device to the school's public address system.

STUDENT PLANNERS

Sometimes the best organizing systems are found right in front of you. Many schools purchase student planners for each student. Often these planners contain features that can help a busy administrator manage his or her time effectively.

Student planners can be custom designed to meet the needs of students, be a useful teaching and planning tool for faculty, and provide principals with a tool to unify the school. In addition, the planner also creates a way for students, faculty, and principals to more effectively manage time. Planners can also create a link between the parents, the students, and the school. Parents can be asked to review the planner periodically to note their child's assignments and to learn about upcoming events. The school can include material that was previously provided in handouts. For example, the school rules, graduation requirements, important telephone numbers, and so on can all be easily and inexpensively included in each planner (see Resource D).

Providing students and faculty with a planner also offers a principal the opportunity to engage representatives of each group in designing the planner. One principal uses his student leadership council to review such options as the size and format of the planners and any special features, such as reminder stickers, computer disk holders, and so on. Faculty input helps staff members buy in to the use of student planners.

As with many aspects of a school, the principal sets the tone. If the principal models the use of the planner, faculty and students are more likely to follow suit. The representatives of the companies that produce planners often have supplementary materials and programs available, sometimes at little or no cost. These run the gamut from character education materials to faculty workshops on how to help students be better organized.

As a principal, having all the key school rules and procedures in one place, a regular link to parents, and a unifying framework allows a principal to create and find more time to lead. The rapidly emerging world of electronic, handheld planners and computers permits even greater opportunities to improve communication and enhance organizational practices. Stay tuned for the amazing changes that the technology field will open for school administrators.

- Use student planners for many instructional purposes.
- Model appropriate use of planners.
- Involve students in designing the planner.
- Consolidate annual handouts into the planner.