

A Summary of “Finding the Time” in Leverage Leadership by Paul Bambrick-Santoyo

In his book, Bambrick-Santoyo outlines a six-step process for setting a weekly schedule. We modified the approach slightly to better fit the context of educator evaluation. The steps below may be helpful to think about how to plan your year and your day-to-day schedule.

The poster shows the progression of Julie’s Weekly Schedule as she added in additional items.

1. **Determine your evaluator-to-teacher ratio.** How many teachers are in your school and how many evaluators do you have? Work with any other evaluators to determine your caseloads.
2. **Block out student culture times.** What times of the day are important for you to be present, both because of its impact on school culture and because crises and challenges are most likely to happen during these times? Likely times are arrival, dismissal, lunch, and school assemblies. Block off these times in your schedule. If you have another school leader in your building, think about if there is a day where that leader can cover you one day a week to free up some space in your schedule.
3. **Lock in your group meetings.** Schedule your regular group meetings, including faculty meetings, leadership team meetings, professional development, etc. Although attending grade-level or department meetings is important, it may not be feasible to attend every single one. Pick and choose which ones you will attend, or rotate.
4. **Block off time for meetings with individual teachers.** At the beginning, middle, and end of year this is particularly important. Reserve chunks of time to meet with individual teachers. If you can, make this time a regular check-in time. This helps teachers know times when you are available to meet with them.
5. **Schedule your observations.** Block off time for observations. When you can, avoid scheduling observations back-to-back and try blocking off more time than you will need for the observation so that you will have some time saved to type up notes or draft written feedback.
6. **Build in time to be present.** Reserve time in your schedule to visit classrooms, check in informally with staff, and build connections with teachers and students.
7. **Build in time for bigger projects.** Likely you only have about 3-5 hours each week to focus on big picture work. However, reserve the time on your schedule.

Modified from Bambrick-Santoyo, P. (2012). *Leverage leadership: A practical guide to building exceptional schools*. San Francisco, CA: Jossey-Bass.