



Reform Support Network

BUILDING LEADERSHIP FOR RIGOROUS INSTRUCTION

SAM: "A COMPLEX CHANGE PROCESS DISGUISED AS A SIMPLE IDEA"

CHANGING PRACTICE

MARK SHELLINGER

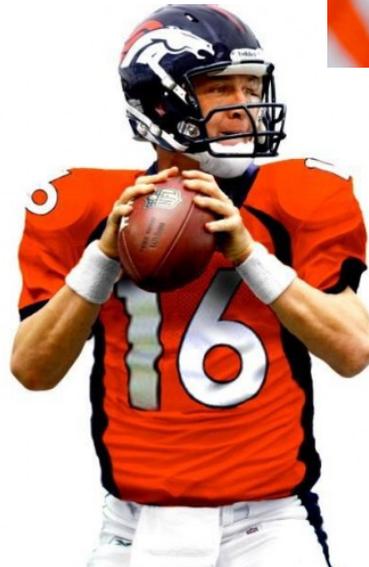
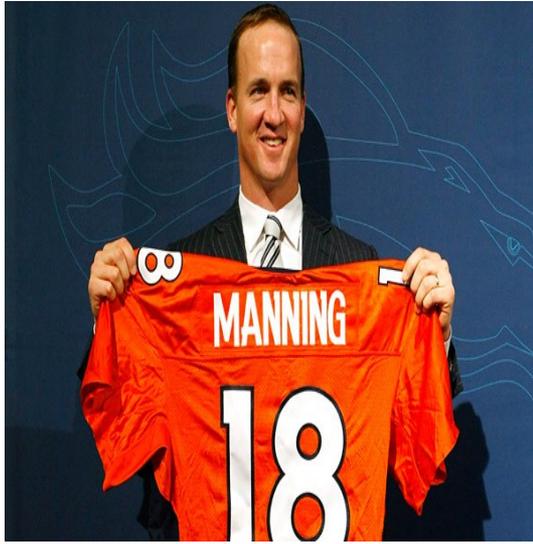
NATIONAL SAM INNOVATION PROJECT

OCTOBER 1, 2012

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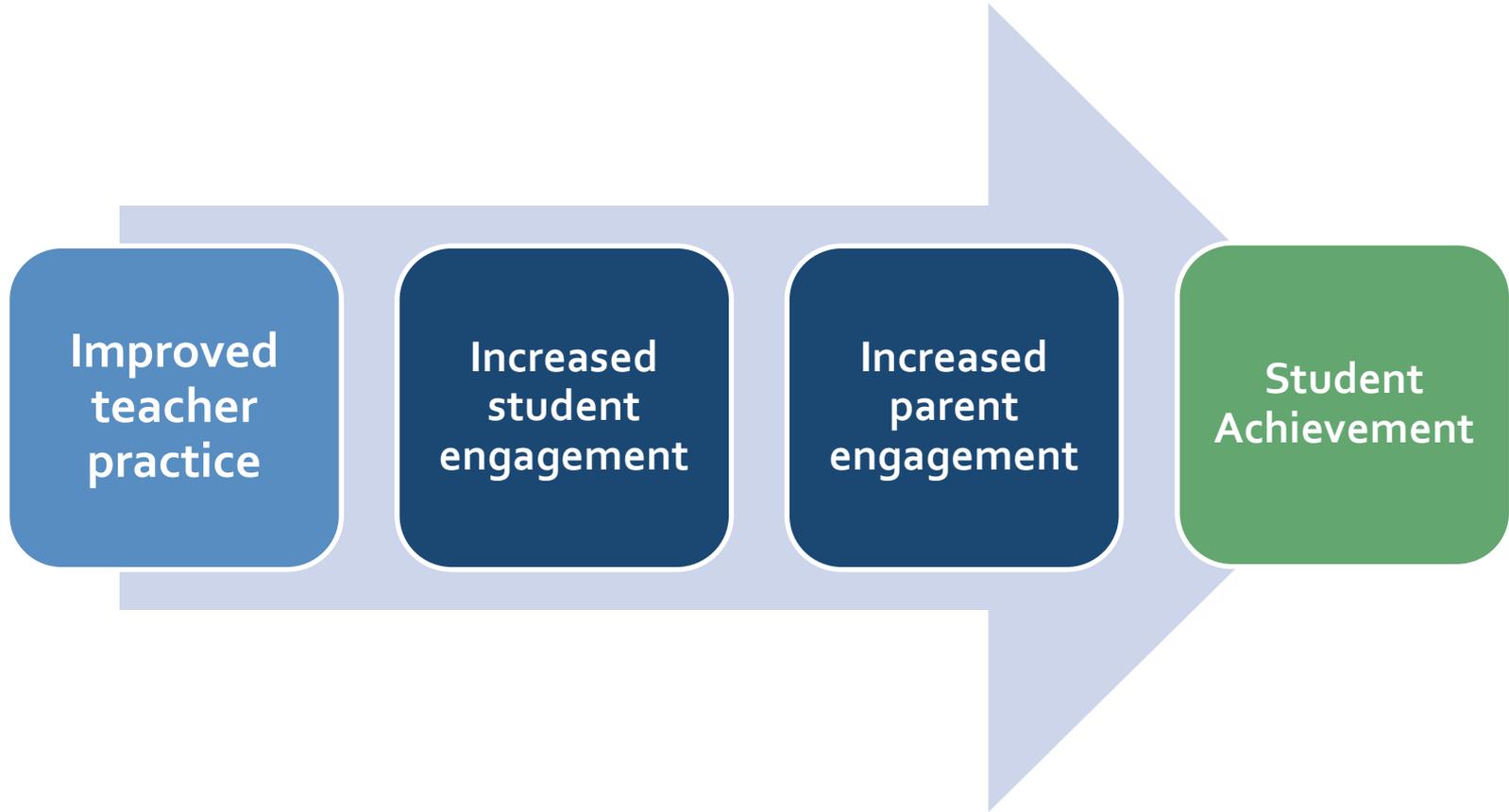
When Peyton is playing...



Where's John?



CHANGE OF PRINCIPAL TIME LEADS TO...





WHAT IS SAM?

- School Administration Manager
- Professional Development process for principals
- Relies on reflective practice and data collection, use
- Only proven PD process for principals
- Adds an average of **27 days** of instructional leadership time in the first year



SAM TEAM AVERAGE INSTRUCTIONAL LEADERSHIP TIME GAIN

- ***First*** SAM Year: five hours and 57 more minutes every week
 - ***27 extra days each year***
- ***Second*** SAM Year: eight hours and 30 more minutes every week
 - ***38 extra days each year***
- ***Third*** SAM Year: 12 hours and 20 more minutes every week
 - ***55 extra days each year***



FINDINGS

- SAM Works. There is a change in principal practice.
- All models of SAM work.
- The change is significant.
- The change *increases* each year the team is active.
- *The SAM Project is the first time we can demonstrate a change of principal practice, increasing time spent on instructional leadership, in the history of educational leader preparation and development."*

-Dr. Joe Murphy, Vanderbilt



NATIONAL SAM INNOVATION PROJECT

- 500+ schools, 76 districts
- 15 States:
 - Colorado, Connecticut, Delaware, Florida, Georgia, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Minnesota, Missouri, New York, North Carolina
- Iowa Blueprint
- Two independent evaluations prove it works
- National Program Board
- Fee for Service Structure

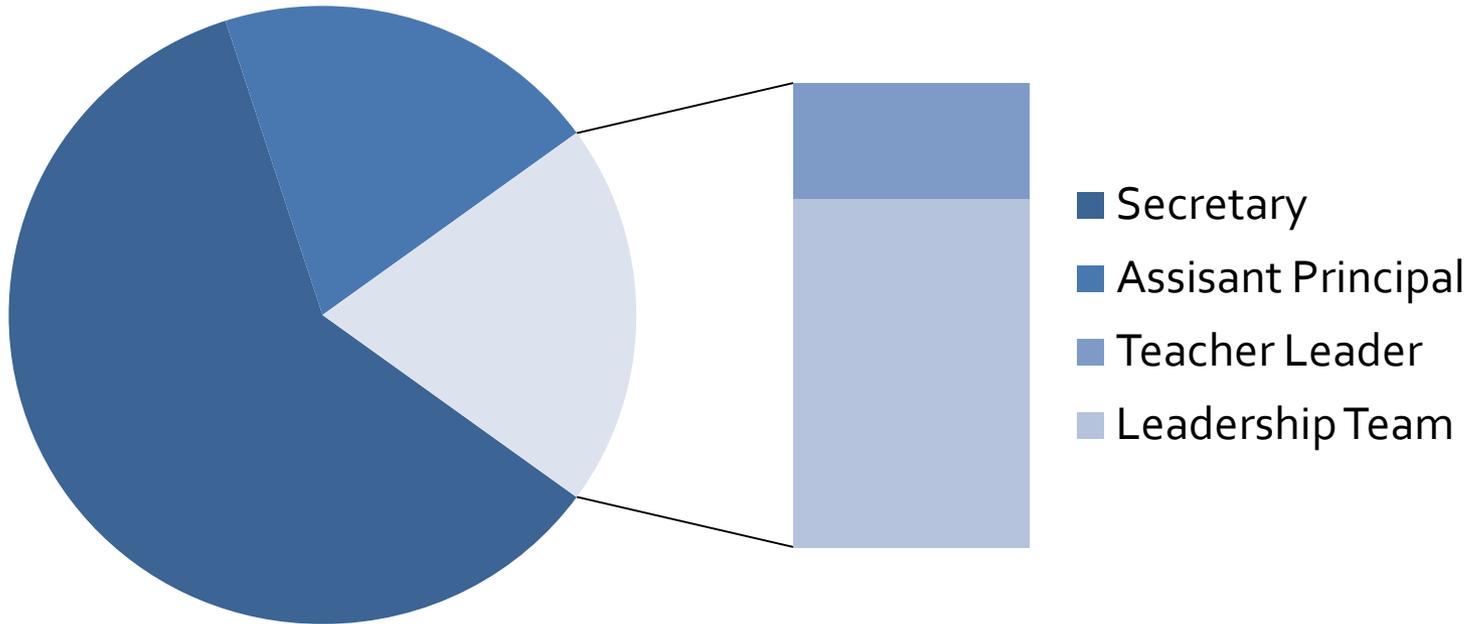


SAM IS A PROCESS

- Readiness
- Baseline Data Collection
- Daily TimeTrack Meeting
- Monthly Time Change Coaching
- Year Later Data Collection



WHO SERVES AS A SAM?



National SAM Innovation Project



SAM TOOLS

- Time/Task Analysis™
- TimeTrack™
- First Responders

Time Task Analysis™ Data Collection

Five Days, Every Five Minutes



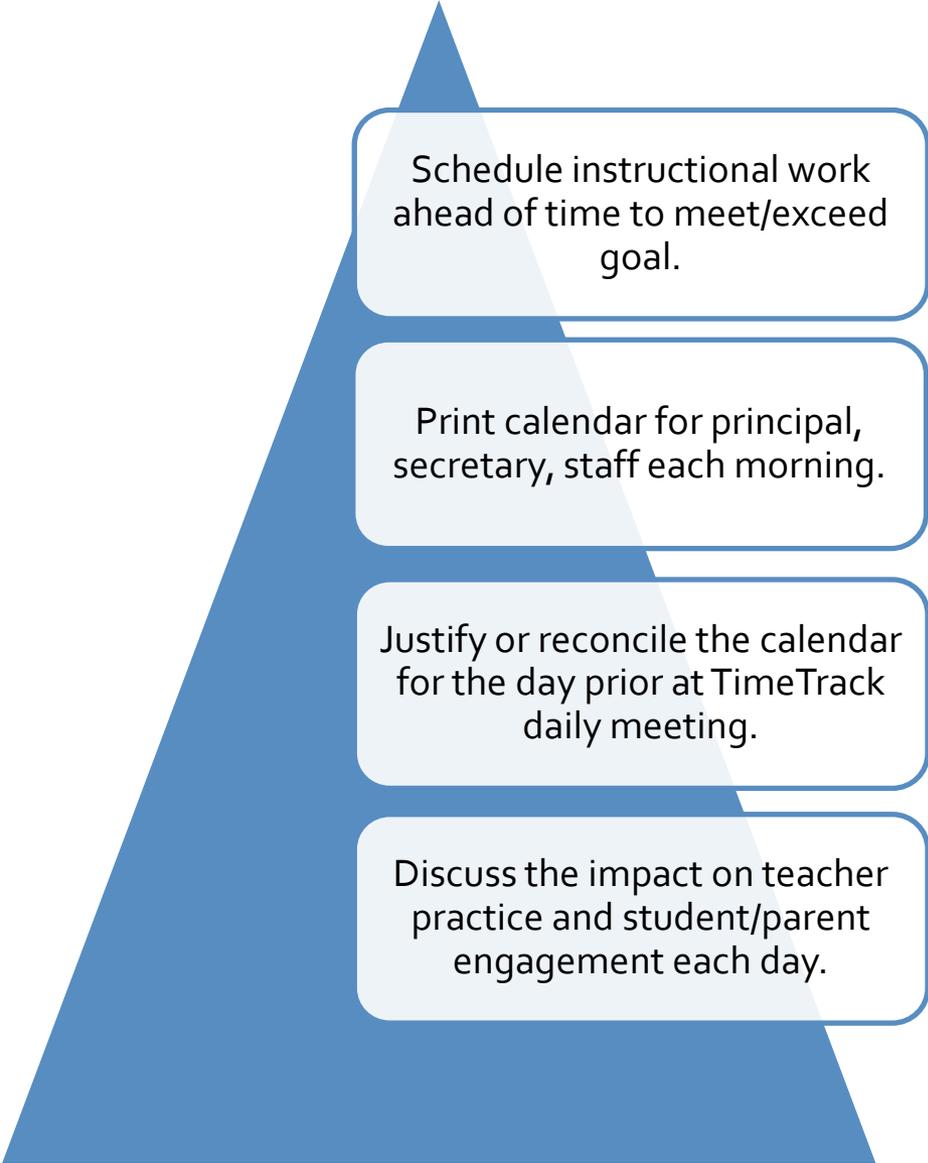
Baseline, 2008

Management	72.6%
Instruction	23.6%
Personal	3.8%
Non Instruction	76.4%
Instruction	23.6%

Danville High School - Principal	
Management Descriptors	% of Time
Student Supervision	10.6%
Student Discipline	0.2%
Employee Supervision	4.3%
Employee Discipline	0.2%
Office Work Prep	39.8%
Building management	0.4%
Parents / Guardians	0.6%
Decision making groups, meetings	5.3%
District: meetings, Supervisors	6.0%
External: Officials, others	5.1%
Celebration	0.0%
Instructional Descriptors	% of Time
Student Supervision	0.4%
Work with students	0.2%
Employee Supervision	0.0%
Office Work/ Prep	4.7%
Observation, walk through	12.6%
Feedback to teacher	0.9%
Parents / guardians	0.0%
Decision making groups, meetings	1.7%
District: Meetings, supervision	1.7%
External: Officials, others	0.2%
Teaching / Modeling	0.0%
Professional Development	0.0%
Planning, Curriculum, assessment	1.3%
Celebration	0.0%

TimeTrack Web

The Principal's Lesson Plan



Schedule instructional work ahead of time to meet/exceed goal.

Print calendar for principal, secretary, staff each morning.

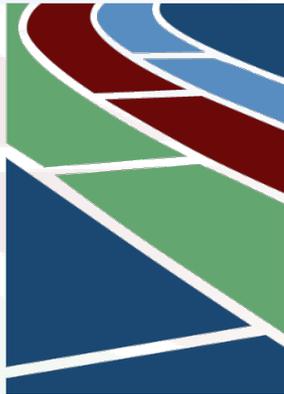
Justify or reconcile the calendar for the day prior at TimeTrack daily meeting.

Discuss the impact on teacher practice and student/parent engagement each day.

Three *TimeTrack* Steps

- Schedule above goal
before each day starts
- Schedule follow-up
EVERY time
- **Every day**: consider if
time spent is changing
practice day





Reform Support Network





Reform Support Network

< Today > New Event AutoSelect 1 Day Work Week Week Mon

<< Oct 2011 >>

S	M	T	W	T	F	S
25	26	27	28	29	30	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	1	2	3	4	5

- Dashboards:
- Progress
 - Individual Impact
 - Group Impact
 - Annual Progress
- Instructional Time:
- Individual
 - Groups

2011	Mon, Oct 24	Tue, Oct 25	Wed, Oct 26	Thu, Oct 27	Fri, Oct 28
	Start - 7:15AM				
7 am					
8 am	Meet with SAM				
9 am	Walkthrough	Walkthrough	Walkthrough	Walkthrough	Walkthrough
	General Management			Feedback	
10 am		Lunch	Lunch	Lunch	Lunch
11 am	Lunch	Feedback	Celebration	Feedback	Employee Supervision
noon	Student Supervision		Parents/Guardians		District: Meetings, Supervisor, Others
1 pm					
2 pm					
3 pm	Bus Duty				
	Planning, Curriculum,				
	End - 3:50PM				

Instruction	4.67	3.33	3.5	4.5	4.33
Hours Worked	8.58	8.58	8.58	8.58	8.58
% Instruction	54.4%	38.8%	40.8%	52.4%	50.5%
Goal	37%	37%	37%	37%	37%

« Oct 2011 »

S	M	T	W	T	F	S
25	26	27	28	29	30	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
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Add Event

Event Description:

Time: to

« Oct 2011 »

S	M	T	W	T	F	S
25	26	27	28	29	30	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
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Event Repeat

Category:

Descriptor:

Individual Association

Split Time Between Individuals

New Individual:

- Adams, Cassandra
- Battle, Deborah
- Bell, Alice
- Cusumono, Beatrix
- Davis, Wanda
- Delaney, Gail
- Fusseneqger, Amy
-

Week Week Month

Contact

Click To Add A Note

Fri, Nov 4

Start - 7:15AM

Hall Duty

Adminstrat

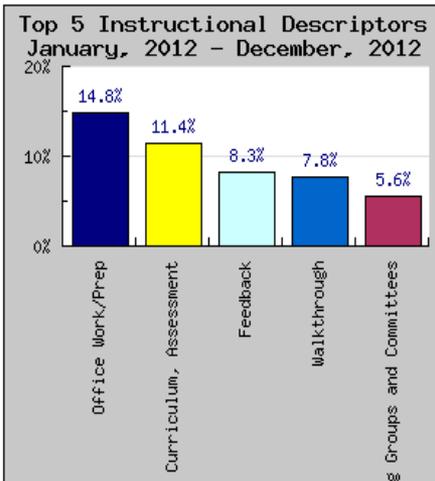
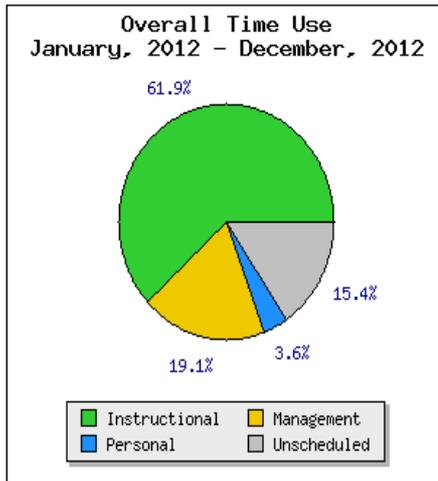
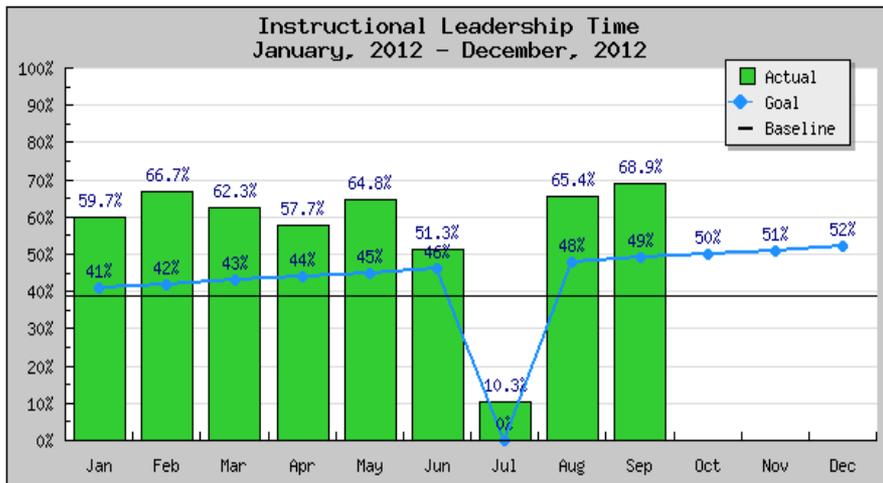
Cafeteria Duty

Lunch(SAM Daily Meeting)

Dismissal Duty

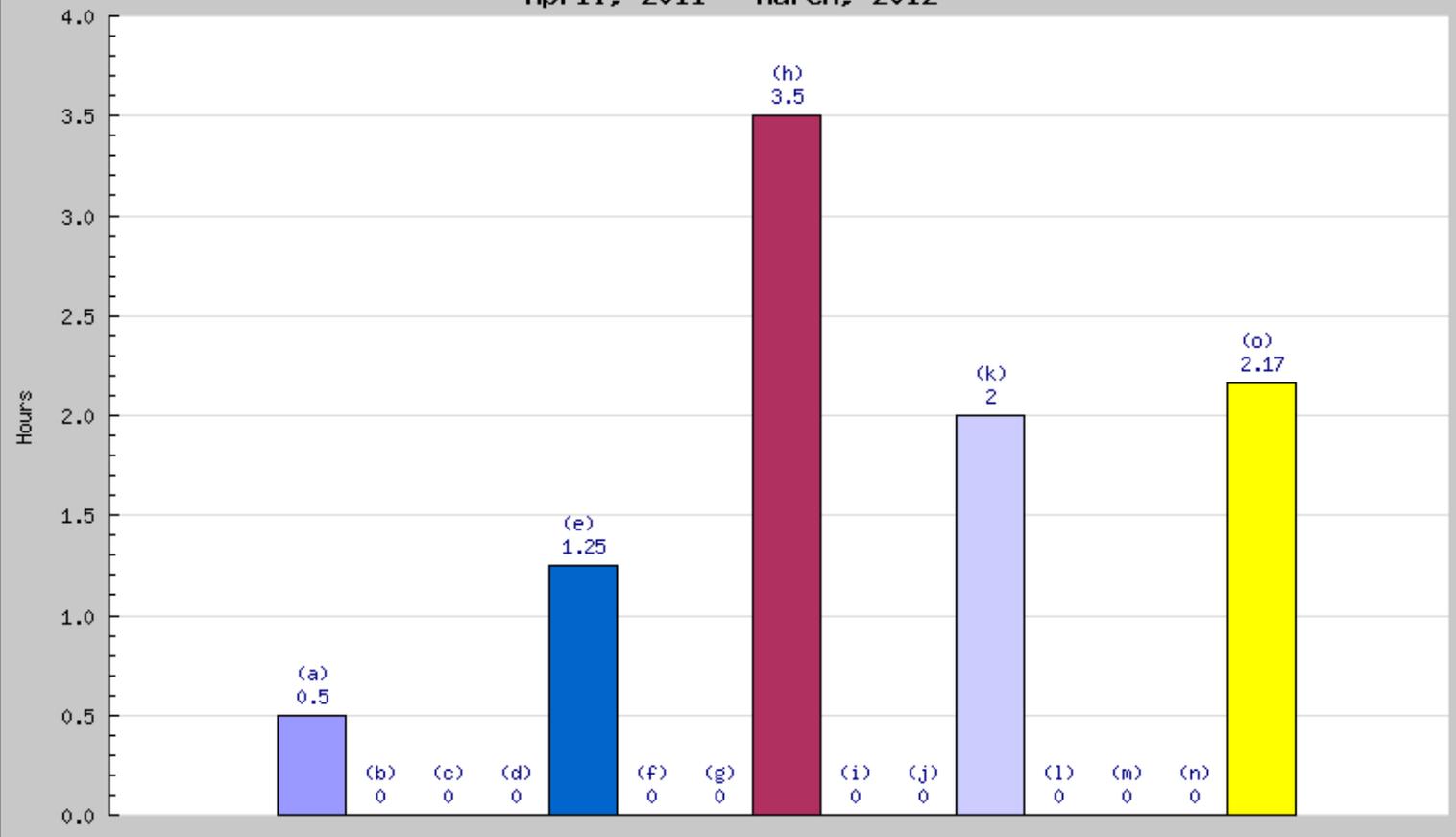
End - 5:00PM

John LeGrand - Bain ES Progress Dashboard



Yearly Report (2012-2012)	Total Hours Per Year	% of Year
Hours Worked	1150.08	
Instructional	711.8	61.89%
Management	219.23	19.06%
Personal	41.4	3.6%
Unscheduled	177.65	15.45%
Instructional		
Student Supervision	31.82	2.77%
Work With Student(s)	8.08	0.7%
Employee Supervision	6.27	0.54%
Office Work/Prep	170.58	14.83%
Walkthrough	89.32	7.77%
Feedback	95.35	8.29%
Parents/Guardians	10.65	0.93%
Decision Making Groups and Committees	64.52	5.61%
District Meetings, Supervisor, Others	34.15	2.97%
External Officials, Others	9.13	0.79%
Modeling/Teaching	1.93	0.17%
Professional Development	2.5	0.22%
Observation	20.92	1.82%
Celebration	35.4	3.08%
Planning, Curriculum, Assessment	131.18	11.41%
Management		
General Management	97.65	8.49%
Student Supervision	80.4	6.99%
Student Discipline	6.08	0.53%
Employee Supervision	5.33	0.46%
Employee Discipline	0	0%
Office Work/Prep	4.05	0.35%
Building Management	8.47	0.74%
Parents/Guardians	4.58	0.4%
Decision Making Groups and Committees	5.5	0.48%
District Meetings, Supervisor, Others	2.08	0.18%
External Officials, Others	4.92	0.43%
Celebration	0.17	0.01%

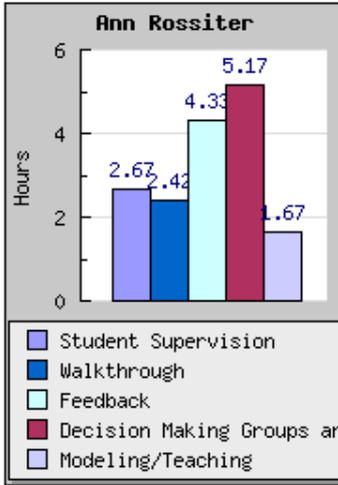
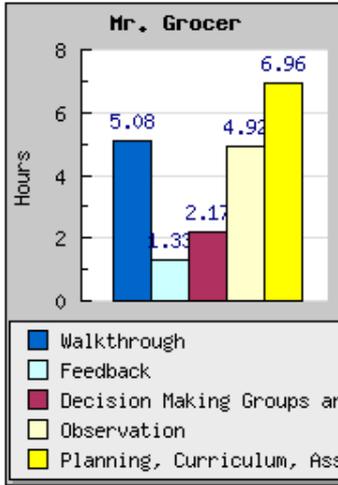
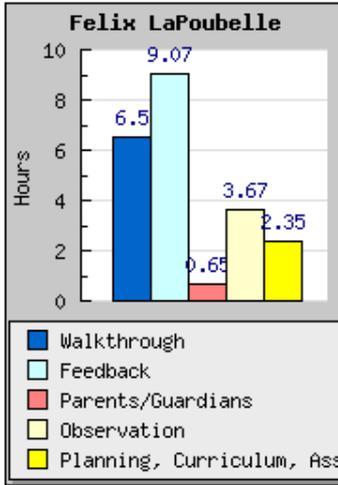
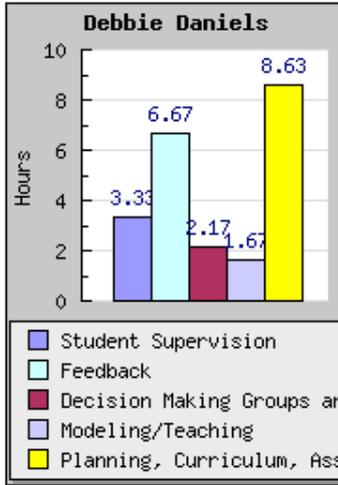
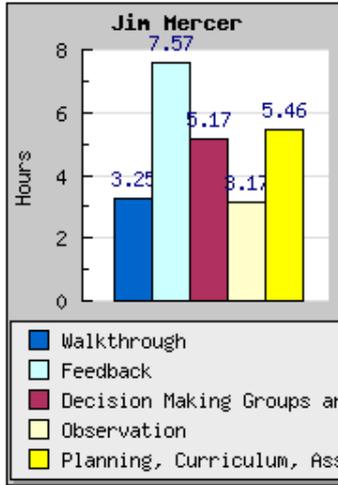
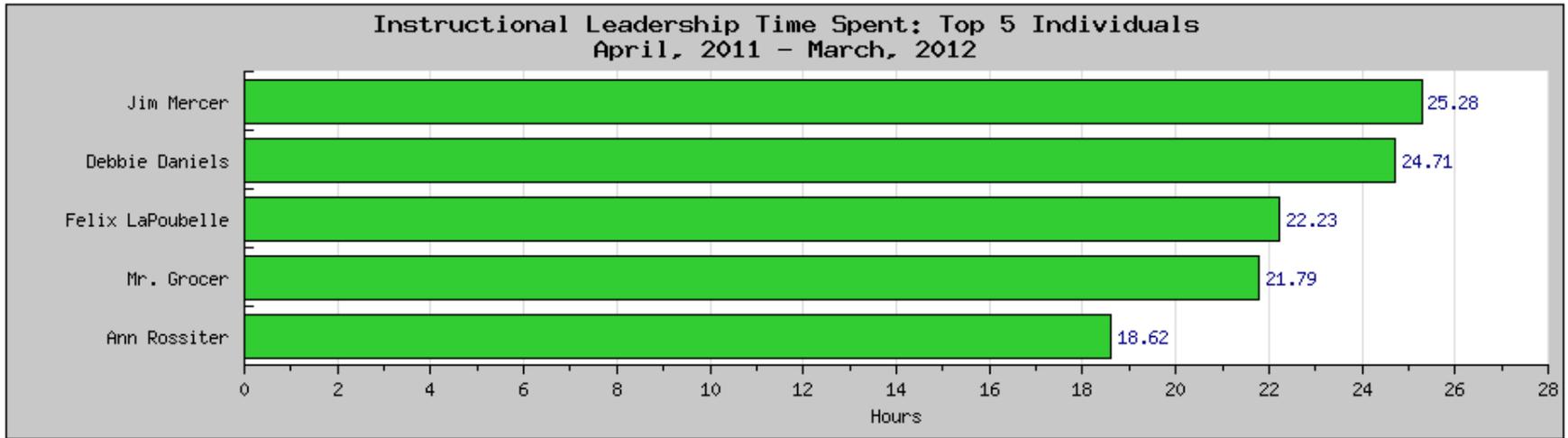
Instructional Time Spent with Betty Bond
April, 2011 - March, 2012



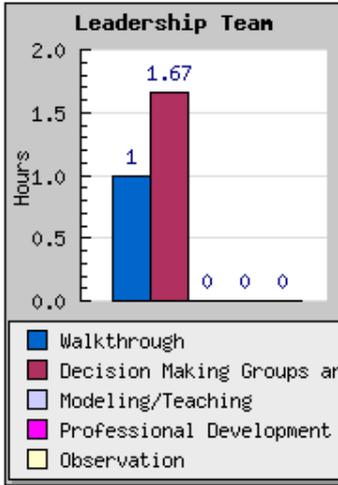
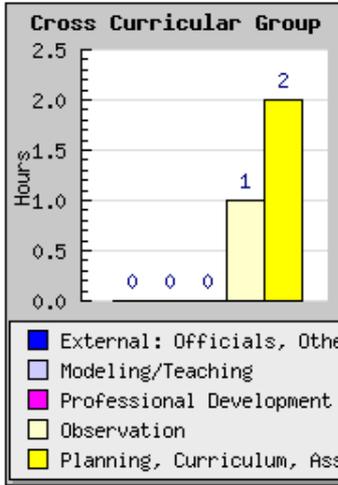
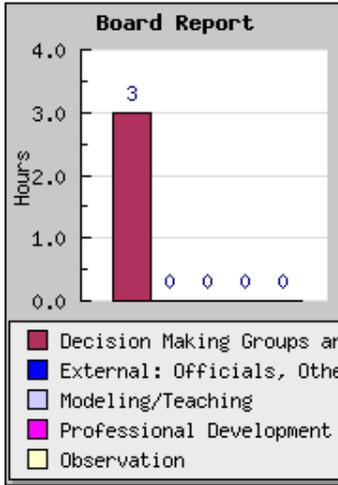
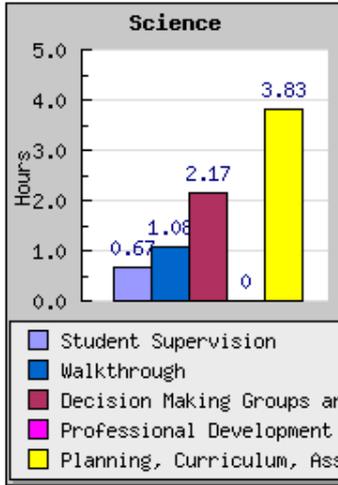
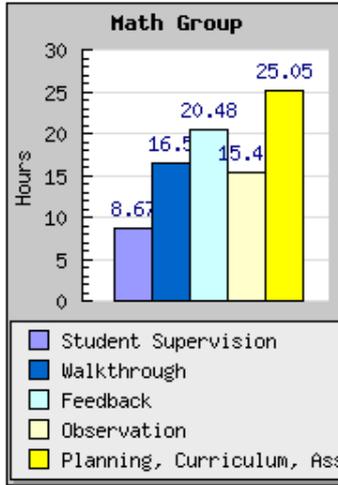
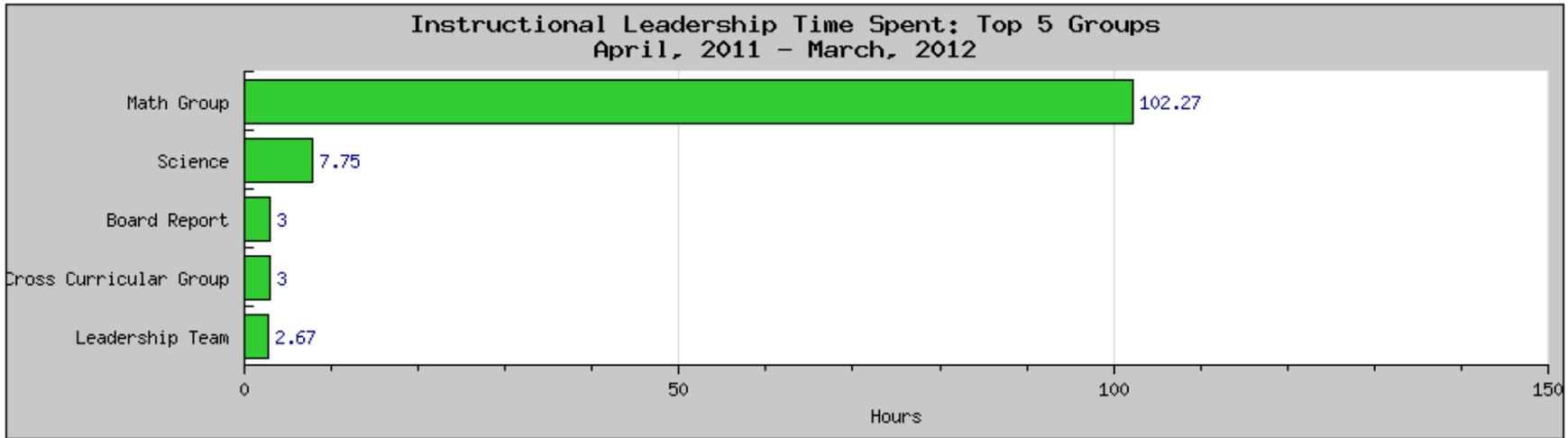
- (a) Student Supervision
- (b) Work With Student(s)
- (c) Employee Supervision
- (d) Office Work/Prep
- (e) Walkthrough
- (f) Feedback
- (g) Parents/Guardians
- (h) Decision Making Groups and Committees
- (i) District: Meetings, Supervisor, Others
- (j) External: Officials, Others
- (k) Modeling/Teaching
- (l) Professional Development
- (m) Observation
- (n) Celebration
- (o) Planning, Curriculum, Assessment

Individual Impact Dashboard

Instructional Leadership Time Spent: Top 5 Individuals
April, 2011 - March, 2012



Group Impact Dashboard

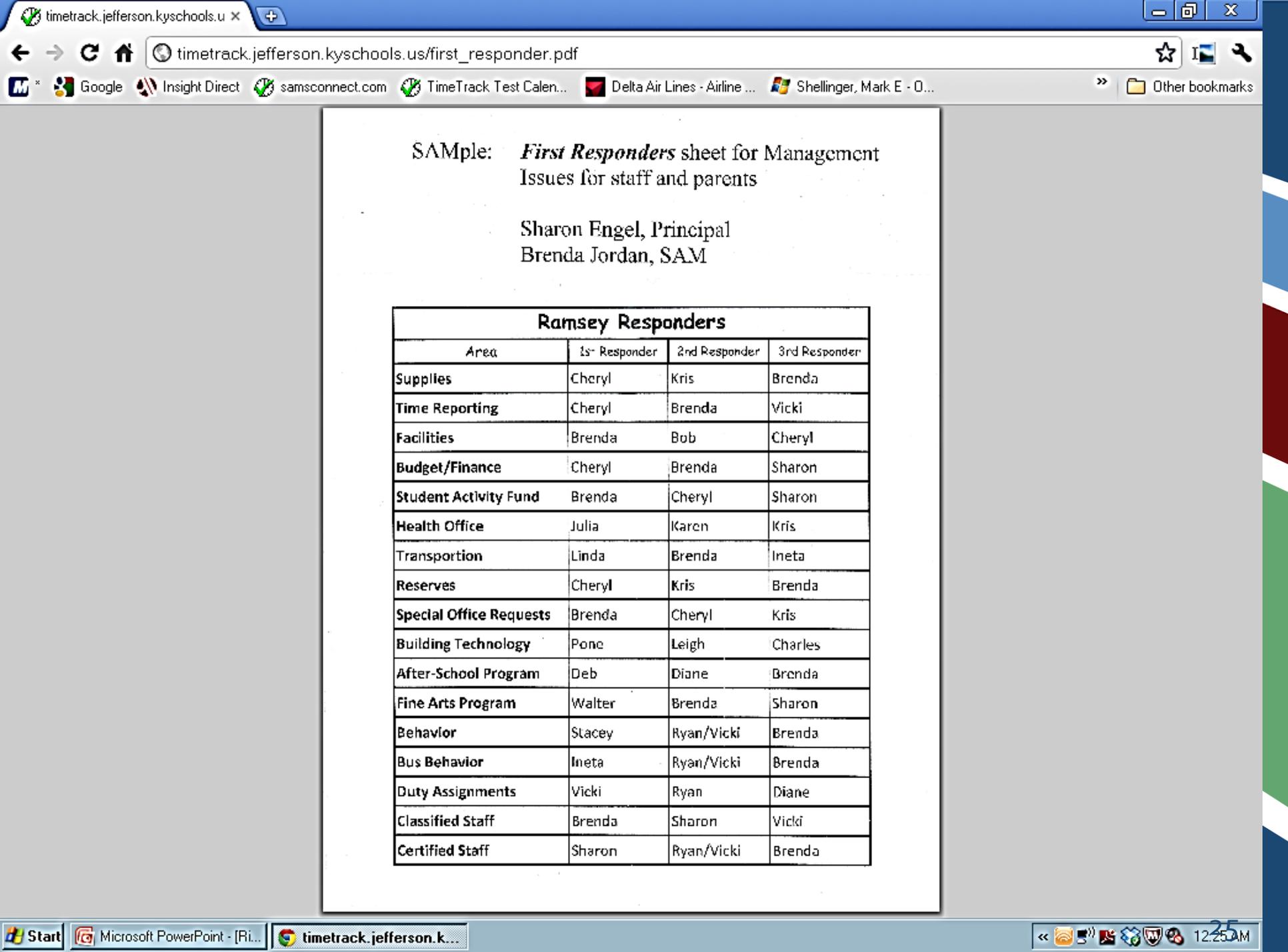




FIRST RESPONDERS

“High Delegation” schools, in which SAMs are the **first responders** for five time-intensive management tasks are consistently successful.

- Student discipline
 - Student supervision
 - Management of non-teaching staff
 - Management of school facilities
 - Interactions with parents
- *High Delegation schools were found in Models 1, 2 and 3 SAM schools*



SAMple: *First Responders* sheet for Management Issues for staff and parents

Sharon Engel, Principal
Brenda Jordan, SAM

Ramsey Responders			
Area	1st Responder	2nd Responder	3rd Responder
Supplies	Cheryl	Kris	Brenda
Time Reporting	Cheryl	Brenda	Vicki
Facilities	Brenda	Bob	Cheryl
Budget/Finance	Cheryl	Brenda	Sharon
Student Activity Fund	Brenda	Cheryl	Sharon
Health Office	Julia	Karen	Kris
Transportation	Linda	Brenda	Ineta
Reserves	Cheryl	Kris	Brenda
Special Office Requests	Brenda	Cheryl	Kris
Building Technology	Pone	Leigh	Charles
After-School Program	Deb	Diane	Brenda
Fine Arts Program	Walter	Brenda	Sharon
Behavior	Stacey	Ryan/Vicki	Brenda
Bus Behavior	Ineta	Ryan/Vicki	Brenda
Duty Assignments	Vicki	Ryan	Diane
Classified Staff	Brenda	Sharon	Vicki
Certified Staff	Sharon	Ryan/Vicki	Brenda



FOR MORE INFORMATION...



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QUESTIONS?



THANK YOU