**Reflection Journal Template**

**EDLS 695: Principal Internship**

**AnchorDate March 10, 2012**

**AnchorJournal Entry #: Weldele- Week 3**

**AnchorIssue addressed: Budgeting/Salaries**

* **Colorado Principal Standard addressed:**
* **IV Principals Demonstrate Human Resource Leadership**
  + **b. Recruiting, Hiring, Placing, Mentoring and Recommendations for Dismissal of Staff**
* **V Principals Demonstrate Managerial Leadership**
  + **A. School Resources and Budget**
  + **C. Systematic Communication**

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| **AnchorInstructions: Please take time to reflect on your learning during the week or collectively over the course. The two-sided reflection template provides you the prompts for this introspection. Save this electronically and submit in accordance with the guidelines provided by your facilitator.** | |
| * **What I Observed/Learned: Making a budget and program decision based on the Strategic Plan** * This week has been Spring Break but the wheels of leadership do not take much of a break. Greatest priority this week has been to get the salary portion of the budget approved and contract data submitted to the Diocesan office. * The real catch is that in this past year it has come to my attention that a majority of our salaries do not meet the Diocesan pay scale. The Diocesan pay scale is determined by taking 80% of the local public school’s pay scale. This can lead to some variance between the Diocesan schools but sets of standard of equity. Due to the lack of standardization in hiring practices of at least 4 principals and numerous pay freezes, we had teachers ranging from 52%-81% of our local pay scale. Brining all teachers to the Diocesan pay scale is also part of our Strategic Plan goals. * There is no question about the critical need to bring teacher salaries to an equitable level. It is particularly difficult, however, when enrollment for next year is currently 28 students below the current enrollment. * The initial solution has been to make this a tiered process. Instead of making an across the board increase, focus will be placed on those teachers furthest away from the goal. This year we are making an effort to get all teachers to 70% of the local pay scale. This does not take into consideration a cost of living increase for those teachers who are in the 70%-80% range. Even so, this will almost entirely use our estimated tuition income. * Communication has been a high priority for me and I spent a great deal of time in our last faculty meeting conveying the commitment to raising salaries as well as the systematic approach. I stressed the need for teachers to come and talk to me about their individual concerns but not to talk with one another about their salaries or percentage of the pay scale. I am concerned about the culture among teachers deteriorating when it is realized the disparity among salaries. I explained that this disparity exists due to inconsistencies in hiring practices over the past 15 years. It also represents a lack of acknowledgement for continuing education in their salaries. * Another byproduct of this dilemma is concern for next year’s 2nd grade. The class needs to be split into two homerooms due to student behavior and learning dynamics. The need to increase salaries is in direct conflict with this need. We are currently looking for creative solutions as well as aggressive recruitment strategies to help address this. | * **How This Will Impact My Leadership Practice** * **How will this impact how I make decisions regarding students, staff, and/or parents?**   As I discussed last week, the strategic plan is my guiding light. It does not, however, contain all of the resources necessary to accomplish its goals (we are working on that piece). This is an issue of equity and has a high priority. It seems to again come down to communication. Due to raising salaries, other areas (such as class size) may be impacted. Clear communication before the gossip mill runs amuck is critical.   * **How will this impact those I lead? What will I need to supervise closely and what can be delegated?** * There is not much about this to delegate. The Diocesan pay scale is a policy I am now responsible for making sure we are in compliance with. The collaborative piece comes from working with the School Advisory Council (SAC) to create a systematic plan to meet the goal. The SAC is then going to help support the decision and be a vehicle of communication to the parents. * **How will this impact my leadership processes?**   I am acutely aware now of how my decisions not only impact stakeholders during my time as principal but potentially long into the future. I need to be aware of how policies, expectations and issues have long term affects. |
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***Critical Issues***

* Budget/Salaries/Strategic Plan
* Communication
* Equity
* Student Needs/Class Size