

Administrative Leader

Management (CEO)

1. Managing budgets, resources
2. Hiring personnel
3. Dealing with concerns from staff
4. Managing non-instructional staff
5. Utilizing school meetings (e.g., School Site Council, committees, staff meetings) to enhance school goals
6. Utilizing district office meetings or other communications initiated by the district office to enhance school goals
7. Interacting / networking with other principals
8. Engaging in self-improvement / professional development

Operations (COO)

9. Fulfilling compliance requirements
10. Managing school schedules
11. Managing personal, school-related schedule
12. Maintaining campus facilities
13. Developing and monitoring a safe school environment
14. Managing student discipline
15. Managing student services
16. Managing student attendance-related activities
17. Preparing, implementing, and administering standardized tests
18. Supervising students (e.g., lunch duty)

Instructional Leader

Day-to-Day Instruction

19. Informally coaching teachers to improve instruction or their teaching in general
20. Formally evaluating teachers and providing instructional feedback to support their improvement
21. Fulfilling Special Education requirements (e.g., meetings with parents & lawyers, compliance)
22. Preparing or conducting classroom observations / walk-throughs
23. Implementing required professional development
24. Using data to inform instruction
25. Teaching students (e.g., tutoring, after-school)

Instructional Program

26. Developing an educational program across the school
27. Evaluating curriculum
28. Using assessment results for program evaluation and development
29. Planning or facilitating professional development for teachers
30. Planning or facilitating professional development for prospective principals
31. Releasing or counseling out teachers
32. Planning or directing supplementary, after-school or summer school instruction

Relationship Builder

Fostering Internal Relationship

33. Developing relationships with students
34. Communicating with parents
35. Interacting socially with staff about non-school related topic
36. Interacting socially with staff about school-related topic (shop talk)
37. Attending school activities (e.g., sports events, plays, celebrations)
38. Counseling staff (about conflicts with other staff members)
39. Counseling students and/or parents

Brokering

(Building Support and Obtaining External Resources)

40. Working with local community members or organizations
41. Fundraising (e.g., grant writing, bake sales)
42. Communicating with the district office to obtain resources for your schools (initiated by principal)
43. Recruiting students to attend your school
44. Publicizing school events and achievements
45. Recruiting school volunteers from the community
46. Managing the school's image in local media (e.g., newspapers)

ADDITIONAL TASKS

PT – Personal time (e.g., bathroom, lunch, personal call)
 IT – In transition between activities
 R – Interacting with researcher
 U – Email, fax, call or paperwork when uncertain of who with

ACTIVITY TYPES

A – Meeting (scheduled)
 B – Informal Interaction (unscheduled)
 C – Paperwork or Books (reading / writing)
 D – Phone
 E – Looking or Observing (no talking)
 F – Computer or Blackberry
 G – Walkie-talkie

LOCATIONS

A – Principal's office
 B – Main office
 C – Classroom
 D – Conference / staff room
 E – Hallway
 F – Playground / outside area
 G – Other on-site location
 H – District office
 I – Other off-site location