



## KCMSD Post-Shadowing Principal Interview Protocol

### PRE-INTERVIEW

Describe the consent form and have the Principal sign it.

Re-introduce the study: Our study is looking at the different roles and functions of principals. Members of our team are shadowing principals at schools throughout the district to get a clearer idea of the tasks that principals do. This interview helps us with this as well. This interview will take 30-45 minutes, and I hope we can get through as many questions as possible.

Thank You and Confidentiality Assurance (*You can use your own words, but here's some sample language.*): Thank you again for allowing me to record this interview. As a reminder, everything that is said today will remain completely confidential. No one from the district will ever hear the recording or see the notes I am taking, and I won't discuss what I hear today with anyone else outside of the research team. Only the research team will listen to the recording. We will never identify you or use your name or the name of your school in any of our reports. **So now that we are clear about the confidential nature of this interview, I am going to turn on the recorder and ask you to state your name, the school and that you agree to be recorded.**



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Introduction: Thank you for letting me shadow today. It has been so interesting and a pleasure....I would like to start by asking a few questions about your school's leadership...

### A. School Leadership

1) **Do you have a school leadership team in place? If so, who is on this team? What is each of their roles?**

2) **What about your school leadership team has changed since last year?**  
[interviewer: this can mean its composition, how it works together, and so forth]

Now I would like to ask you about the teachers at your school...

### B. Teachers

3) **How are you feeling about your teaching staff so far this year?**

4) **What are some of their particular strengths?**

5) **What are some weaknesses?**

6) **What types of strategies are you thinking about to address these weaknesses?**



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- 7) Do you have some particularly strong teachers? Would you let me know the names of one or two of them so that I can follow-up with you about them in the spring (this is completely confidential)? Why did you choose these teachers? What are each of their strengths? How do you think you will use them for school improvement?
  
- 8) Do you have some teachers whom you are particularly concerned about? Would you let me know the names of one or two of them so that I can follow-up with you about them in the spring (this is completely confidential)? Why did you choose these teachers? What are your concerns with each of them? Have you had time to think of strategies to address these concerns? If so, what are they?
  
- 9) More generally, would you tell me about your approach to supporting teacher improvement? Can you give me examples? What is your role in implementing these strategies?

As for your non-teaching staff...

### C. Non-teaching staff

- 10) Could you tell me about the non-teaching staff in your school, for example, the guidance counselor(s) or support staff? What roles do they play?
  
- 11) Do you have an assistant principal? What are their roles? Could you tell me a bit about what you are going to look to them to do this year?
  
- 12) Do you have instructional coaches? How many? What are their roles? Could you tell me a bit about what you are going to look to them to do this year?



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**13) Do you have any counselors in the school? If yes, how many of them and what are their jobs? Could you tell me a bit about what you are going to look to them to do this year?**

Lastly, the district recently underwent a big transformation in the form of right-sizing, and may face even more transitions because of John Covington's recent resignation. I'd like to ask you a few questions about this new school year and your goals in light of these changes....

### **D. Starting a New School Year**

**14) What are your goals for the school this year?**

**15) What strategies do you think you will use in implementing these goals?**

**16) What do you see as the greatest challenge or challenges to implementing these goals?**

**17) Beginning last year, KCMSD has undergone many changes as a result of the district's "right-sizing" plan. A year in, how are you feeling about these changes?**

a) Do you think right-sizing will ultimately improve district performance? Why or why not?



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- b) Do you thinking the beginning of this school year has been more or less difficult than last year? Why? How does the beginning of this school year compare to, say, two years ago, prior to right-sizing, in terms of how difficult it has been?
  
- c) In thinking about how the district administration handled the first full year of right-sizing? What did they do particularly well? What do you wish they might have done differently? Do you think lessons were learned last year that will affect how the district is run this year?

**18) Superintendent Covington announced his resignation a few weeks ago, a couple of weeks into the new school year. How do you think that decision will affect the district during this school year? How will it affect your school? Do you think it will create challenges for the district in completing the transformation begun with right-sizing, and if so, what? Do you see potential positives for the district, and if so, what?**

**19) In the first few weeks of this new school year, what has been your biggest challenge?**

**20) What do you see as the school's greatest challenges this year? What are your biggest concerns?**

**Thank you so much for your time and thoughtful responses today. We really appreciate your contributions to our study. If you have any questions about our research, we'd be more than happy to put you in contact with our project supervisor.**