

Keywords	Full Description	Examples
MANAGEMENT		
1. Budgets	Managing budgets, resources	• Talking about movement of teachers to reduce budget • Finding substitutes • Donating things to other schools • Discussing contracts for campus vending machines
2. Hiring	Hiring personnel	• Talking to prospective teacher • Talking to another principal about transferring teacher into school • Discussing how many teachers need to hire next year
3. Staff concerns	Dealing with concerns from staff	• Talking to teacher about where going to be transferred [Note: This assumes the transfer is already a given - if it is still in negotiation, use #31.] • Talking to teacher about loss of funding for a program
4. Managing staff	Managing non-instructional staff	• Talking to front office staff (e.g., secretary, administrative assistant), school psychologist, custodial staff about their position/work
5. School meetings	Utilizing school meetings to enhance school goals	[Note: These are scheduled/planned meetings, generally with a formal agenda with multiple items to discuss. i.e., If it is a couple teachers meeting with the principal to discuss a problem, use #3 instead.] • Scheduled meetings with staff, PTA, grade level teams, school site council
6. District meetings	Utilizing district office meetings or other communications <u>initiated by the district office</u> to enhance school goals	[Note: These are meetings initiated by the district office which the principal is "required" to attend - they can be formal or informal.] • Attending district office meeting • Taking call from district office • Meeting with district representative about building compliance and changes to school facilities
7. Networking	Interacting/networking with other principals	• Asking another principal for advice • Helping another principal use a computer program or understand online budget allocation information posted by the district
8. Self-improvement	Engaging in self-improvement/professional development	• Reading professional development book

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OPERATIONS		
9. Compliance	Fulfilling compliance requirements (not including Special Ed)	• Filling out payroll or timesheet paperwork • Signing things (e.g., forms, receipts, paychecks, reimbursement requests) [Note: If principal is fulfilling Special Ed compliance, use #21 instead.]
10. School schedules	Managing school schedules	• Discussion/meeting about school master calendar • Developing calendar to determine teaching schedules/prep periods
11. Personal schedules	Managing personal, school-related schedule	• Adding or cancelling appointment/meeting on online or paper calendar
12. Facilities	Maintaining campus facilities	• Cleaning up broken glass or getting someone else to • Cleaning own office • Fire alarm drill • Getting the school painted • Making sure buildings are functioning properly (heating, air, doors, windows, etc.) • Talking to IT
13. Safe school	Developing and monitoring a safe school environment	• Walking around campus and patrolling/monitoring students (Note: This is not a #18 because the principal doesn't "have to" be watching students at this time the way s/he would for lunch/recess duty.) • Telling student not to run in hallway [Note: This is not a #14 because running would not lead to disciplinary action if it continued.] • Locker checks • Reviewing campus security videos • Meeting about how to prevent weapons or drugs on campus • Making announcement about school uniform requirements • Checking with school security guard(s) about student behavior issues
14. Student discipline	Managing student discipline	• Calling parent about student discipline incident • Telling student to wear uniform properly [Note: This is different than making a general announcement about school uniform requirements (#13) because the student could be disciplined if s/he doesn't comply.] • Talking with student(s) or teacher(s) involved in discipline incident • Administering consequence for inappropriate student behavior
15. Student services	Managing student services (records, reporting, activities)	• Planning graduation, sports, student council, student club, events • Making general announcements on PA [Note: If the content of the announcement falls under another task code, use that code instead. Save this one for general announcements or just greeting the school.] • Organizing bus transportation for field trip • Talking to teachers about rewards for student being on honor roll
16. Student attendance	Managing student attendance-related activities	• Reviewing monthly student attendance reports • Overseeing and congratulating students at a party for their attendance during school testing days
17. Standardized tests	Preparing, implementing, and administering standardized tests	• Looking for room for standardized testing administration • Watching others process tests
18. Supervise students	Supervising students	• Lunch/recess duty • Monitoring student drop-off/pick-up (Note: Use this code if it seems like the principal does this every day and is officially overseeing the drop-off/pick-up process. If the principal is casually watching the way s/he would be patrolling the hallways at other times of the day, use #13. If s/he is socializing with students at the "beep", use #33.) • Helping student who had seizure get medical attention

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DAY-TO-DAY INSTRUCTION		
19. Coach teachers	Informally coaching teachers to improve instruction or their teaching in general	• Writing note to teacher about something observed • Talking to teacher in hallway about materials can use • Talking with teachers about how to meet the needs of a specific student [Note: These needs can be academic as well as social/emotional. i.e., Interpret "teaching" in the broad sense of developing students.]
20. Evaluate teachers	Formally evaluating teachers and providing instructional feedback to support their improvement	• Extended classroom observation (formal evaluation paperwork completed, looking at student work, classroom materials, etc.)
21. Special Ed	Fulfilling Special Education requirements	• Attending IEP (individual education plan) meeting • Filling out any paperwork related to Special Ed
22. Classroom observations	Preparing or conducting classroom observations / walk-throughs	• Checking on teachers and students briefly - no formal evaluation paperwork is completed
23. Required PD for teachers	Implementing required professional development	[Note: This is for PD that is planned by the district office.] • Scheduling PD for teachers • Attending/overseeing PD for teachers
24. Use data	Using data to inform instruction	[Note: Use this code even if principals are just looking at data at this time - i.e., give them the benefit of the doubt that they will actually use the info to inform instruction or the education program later.] • Reviewing student achievement data • Discussing student data with teachers (formally or informally)
25. Teach students	Teaching students	• Tutoring • Teaching after-school class
INSTRUCTIONAL PROGRAM		
26. Develop educational program	Developing an educational program across the school	• Discussing which teachers should teach which subject next year
27. Evaluate curriculum	Evaluating curriculum	• Talking to teachers about merits/critiques of curriculum they are using
28. Program evaluation	Using assessment results for program evaluation and development	[Note: Use this code rather than #24 if data is being used specifically to evaluate a program or curriculum.]
29. Non-required PD for teachers	Planning or facilitating professional development for teachers	[Note: This is for PD that is not planned by the district office.] • Planning content for district-mandated PD time [Note: This is not a #23 because the PD time is required by the district, but the content is up to the principal.]
30. PD for prospective principals	Planning or facilitating professional development for prospective principals	[Note: There is not the same distinction for prospective principal PD as there is for teacher PD between required (#23) and non-required (#29). Use this code for anything related to prospective principal PD.]
31. Release teachers	Releasing or counseling out teachers	• Meeting with teacher(s) about performance, making improvements in instruction, discussing consequences if performance does not improve • Encouraging teacher to consider transferring to another school
32. After-school/summer	Planning or directing supplementary, after-school or summer school instruction	• Discussing budget for after-school program. [Note: Budgeting (#1) can be the secondary code, but the after-school program planning should be the primary code.]

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FOSTERING INTERNAL RELATIONSHIPS		
33. Students	Developing relationships with students	• Saying hi to students in hallway • Administering meds to student • Greeting students on PA for morning announcement
34. Parents	Communicating with parents	• Taking with parent about organizing activity for school • Chatting socially in hall • Creating notices to send home to parents about school updates/activities • Talking with parents about child's behavior or performance
35. Staff (non-school)	Interacting socially with staff about non-school related topic	• Talking with teacher on playground about weekend plans
36. Staff (shop talk)	Interacting socially with staff about school-related topic (shop talk)	• Talking to teacher on playground about a student • Talking with staff about school programs, their classrooms, etc. in any informal setting (hallway, playground, cafeteria)
37. School activities	Attending school activities	• Sports events • Plays • Celebrations • Assemblies
38. Staff conflicts	Counseling staff (about conflicts with other staff members)	• Talking to SpEd teacher about his concern that other teachers are making comments about his position/work ethic
39. Counseling students/parents	Counseling students and/or parents	• Advising how to get lawyer for parent custody case • Discussing poor student performance • Listening to student and/or parent talk about home life and how it may be affecting student behavior or performance at school • Providing options/assistance in dealing with conflicts
BROKERING		
40. Local community	Working with local community members or organizations	• Working with local businesses to ensure that students are not entering their stores during school hours as they are not allowed off campus
41. Fundraising	Fundraising	• Grant writing • Bake sales
42. District office to get resources	Communicating with the district office to obtain resources for school (initiated by principal)	• Asking district office to fund special program
43. Recruiting students	Recruiting students to attend school	• Holding open house to tell
44. Publicizing school	Publicizing school events and achievements	• Creating flyers for school event • Calling newspaper about school event
45. Recruiting volunteers	Recruiting school volunteers from the community	• Talking with Lions club representative about getting volunteer tutors
46. School image in media	Managing the school's image in local media (e.g., newspapers)	• Being interviewed by reporter
ADDITIONAL TASKS		
PT - Personal time	Personal time	• Bathroom • Lunch • Personal call
IT - In transition	In transition between activities	• Just walking in hallway
R - Researcher	Interacting with researcher	• Explaining to researcher what next meeting will be about
U - Unknown	Email, fax, call or paperwork when uncertain of who with	