

## Tasks

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)
6. Utilizing district office meetings or other communications initiated by the district office
7. Interacting / networking with other principals
7B. Engaging in self-improvement / professional development
Operations (COO)
8. Fulfilling compliance requirements and paperwork (not including special education)
9. Managing schedules (for the school, not personal schedule)
9B. Managing personal, school-related schedule
10. Maintaining campus facilities
11. Developing and monitoring a safe school environment
12. Managing student discipline
13. Managing student services (e.g., records, reporting, activities)
13B. Managing student attendance-related activities
14. Preparing and implementing and administering standardized tests
15. Supervising students (e.g., lunch duty)
Day-to-Day Instruction
16. Informally coaching teachers to improve instruction or their teaching in general
16B. Informally talking to teachers about students not related to instruction
17. Formally evaluating teachers and providing instructional feedback to support their improvement
18. Fulfilling Special Education requirements (e.g., meetings with parents & lawyers, compliance)
19. Preparing or conducting classroom observations / walk-throughs
20. Implementing required professional development
21. Using data to inform instruction
22. Teaching students (e.g., tutoring, after-school)
Instructional Program
23. Developing an educational program across the school
24. Evaluating curriculum
25. Using assessment results for program evaluation and development
26. Planning or facilitating professional development for teachers
26B. Planning or facilitating professional development for prospective principals
27. Releasing or counseling out teachers
28. Planning or directing supplementary or after-school or summer school instruction

## Tasks (cont.)

Fostering Internal Relationships
29. Developing relationships with students
30. Communicating with parents
31. Interacting socially with staff about non-school related topic
31B. Interacting socially with staff about school-related topic (shop talk)
32. Attending school activities (sports events, plays, celebrations)
33. Counseling staff (about conflicts with other staff members)
34. Counseling students and/or parents
Brokering – Building Support and Obtaining External Resources
35. Working with local community members or organizations
36. Fundraising (e.g., grant writing, bake sales)
37. Communicating with the district office to obtain resources for your school (initiated by the principal)
38. Personal time (e.g., bathroom, lunch, personal call)
IT – In transition between activities
R – Interacting with researcher
E – Email, fax, call, or paperwork when uncertain of who or what

## Activity Types

B. Meeting (scheduled)
C. Informal Interaction (unscheduled)
D. Paperwork or books (reading / writing)
E. Phone
F. Looking or observing (no talking)
G. Computer (including Blackberry for email)
H. Other
W. Walkie-talkie

## Locations

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

## Proactive / Reactive

P – proactive (completing a planned activity, being in control)
R – reactive (putting out fires, doing something unexpected)
n/a – neither of the above or you're really not sure

