

SHADOWING PROTOCOL PULL-OUT TABS

Pull-Out Tab	Triggered By:*
A) Budgets and resources	Task 1 – Managing budgets, resources
B) Managing non-instructional staff	Task 4 – Managing non-instructional staff
C) Developing safe school environment	Task 13 – Developing and monitoring a safe school environment
D) Professional development	Task 23 – Implementing required PD for teachers Task 29 – Planning or facilitating (non-required) PD for teachers Task 30 – Planning or facilitating PD for prospective principals
E) Interacting with teachers	Task 35 – Interacting socially with staff about non-school related topic Task 36 – Interacting socially with staff about school-related topic (shop talk) Task 38 – Counseling staff (about conflicts with other staff members)
F) Interacting with parents	Task 34 – Communicating with parents Task 39 – Counseling students and/or parents
G) Interacting with district office	Task 42 – Communicating with the district office to obtain resources for school (initiated by principal)

* Task numbers refer to shadowing protocol

TAB A: Budgets and Resources - Triggered by Task 1**Tab Triggered at the Following Time Points:****1) What is the principal doing?**

Working on current year's budget:	Working on projected (future) budget:
Checking what is left in current year's budget	Planning next year's budget
Processing purchasing paperwork	Allocating budget/resources to specific staff/programs
Asking staff what resources they need	Asking staff what resources they will need next year
Purchasing resources staff has requested	Purchasing resources for next year
Discussing current budget with staff	Discussing future budget with staff
Working on the current budget with the District Office	Working on the future budget with the District Office
Completing reports for existing grants	Researching/applying for future grants
Other related to current budget (please specify)	Other related to future budget (please specify)
I don't know	

2) What kind of technology is the principal using?

Paper and pencil	District budgeting software
Excel spreadsheet	Verbal communication

TAB B: Managing Non-Instructional Staff - *Triggered by Task 4***Tab Triggered at the Following Time Points:****1) Which whom is the principal interacting?**

Assistant principal	Office/administrative staff
Counselor	Psychologist
Nurse	Librarian
Technology/IT staff	Janitorial staff
Security staff	Cafeteria staff
Other (please specify)	
I don't know	

2) Who first initiated the interaction?

Principal	Non-instructional staff
Third party (please specify)	I don't know

3) What type of interaction is this?

Scheduled meeting	Unscheduled meeting
Casual discussion (e.g., in passing in hallway)	Other (please specify)

4) What is the content of the interaction?

Student behavior	Coordinating schedules/setting up meetings
Salary/pay/compensation	Working conditions
Compliance with district policy/regulations	Compliance with school policy/regulations
Mediation/conflict management between staff	Disciplinary action/punitive measures against staff
Parent issues/concerns	Community issues/concerns
School-site council meeting	PTA meeting
Budgets/finances	Event planning
School maintenance	Ordering/managing supplies
Other (please specify)	
I don't know	

TAB C: Developing Safe School Environment - Triggered by Task 13**Tab Triggered at the Following Time Points:****1) What is the principal doing?**

Walking around campus and monitoring hallways	Locker checks
Asking student(s) to follow school rules (e.g. dress code)	Conducting fire or earthquake drill
Talking with health officials	Talking with school security guards
Discussing how to improve physical conditions of school	Supervising construction
Discussing how to prevent weapons/drugs on campus	Discussing how to prevent bullying
Other (please specify)	
I don't know	

Shadower _____

Principal _____

Date _____

TAB D: Professional Development (PD) - Triggered by Tasks 23, 29, 30**Tab Triggered at the Following Time Points:****1) What is the principal doing?**

Preparing a PD session	Observing a PD session
Actively participating in a PD session	Leading a PD session
Other (please specify)	I don't know

2) What type of PD is it?

Teacher common-planning time	District-run
School-run	Provided by an external provider
Other (please specify)	I don't know

3) What is the purpose of the PD?

PD for Instructional Staff	PD for Non-Instructional Staff	Principals and APs
Improve general teaching practices	Developing specific skills	Using assessment results to improve programs
Improve classroom management	Diversity/culture	Using assessment results to coach teachers
Teaching certain students (e.g., ELL)	Using technology	Conducting formal teacher evaluations
Teaching specific subject	Career/leadership development	Conducting informal teacher observations
Using assessment results	Personal development (e.g., communication, wellness)	Assessing performance of non-instructional staff
Using examples of student work	Other (please specify)	Assessing performance of APs
Diversity/culture		How to refer teacher for peer assistance and review
Using technology in classroom		How to utilize peer assistance and review program
Career/leadership development		Business management
Personal development (e.g. communication, wellness)		Diversity/culture
Other (please specify)		Using technology
		Career/leadership development
		Personal development (e.g., communication, wellness)
		Other (please specify)
I don't know		

Shadower _____

Principal _____

Date _____

TAB E: Interacting with Teachers - *Triggered by Tasks 35, 36, 38***Tab Triggered at the Following Time Points:****1) Who first initiated the interaction?**

Principal	Teacher with whom currently interacting
Third party (please specify)	I don't know

2) What type of interaction is this?

Scheduled meeting	Unscheduled meeting (e.g., teacher stops by principal office)
Casual discussion (e.g., in passing in hallway)	Teacher evaluation
Other (please specify)	

3) What is the content of the interaction?

Casual/social talk	Teacher's well-being
Supporting a specific student academically	Supporting a specific student socio-emotionally
Supporting students in general academically	Supporting students in general socio-emotionally
Managing a specific student's behavior	General classroom management
Arranging PD for the teacher	Discussing how teacher can improve his/her teaching
Discussing something principal observed	Discussing other teachers (e.g., strengths, needs)
Resources the teacher has requested or requires	Curriculum issues
Student assessment results	Parental concerns
Firing/dismissing the teacher	Conflict between teachers
Orientating teacher to school procedures	Orientating teacher to school values
Other (please specify)	
I don't know	

Shadower _____

Principal _____

Date _____

TAB F: Interacting with Parents - *Triggered by Tasks 34, 39***Tab Triggered at the Following Time Points:****1) Who first initiated the interaction?**

Principal	Parent
Third party (e.g., a teacher) (please specify)	I don't know

2) What type of interaction is this?

Scheduled meeting	Unscheduled meeting (e.g., parent stops by principal office)
Casual discussion (e.g., in passing in hallway)	Other (please specify)

3) What is the content of the interaction?

How school can academically support a student	How parent can academically support a student
How school can socio-emotionally support a student	How parent can socio-emotionally support a student
Student misconduct	Student improvement/success
Parent complaint about teacher	Parent complaint about another student
Casual/social talk	Other (please specify)
I don't know	

4) What language is used?

English	Spanish
Other (please specify)	
I don't know	

TAB G: Interacting with District Office - *Triggered by Tasks 42***Tab Triggered at the Following Time Points:****1) With whom is the principal interacting?**

Superintendent	Other district office staff
Assistant superintendent	Chief financial officer
Principal coach/mentor	Other (please specify)
I don't know	

2) Who first initiated the interaction?

Principal	District office
Third party (please specify)	I don't know

3) What type of interaction is this?

Scheduled meeting	Unscheduled meeting (e.g., principal stops by district office)
Casual discussion (e.g., in passing)	Other (please specify)

4) What is the content of the interaction?

Curriculum/textbooks	Budget/finances
District procedures	State/federal regulations
Transportation services	Nutrition/food services
Purchasing materials	Information technology
Board of Education	Parent/community relations
School facilities	School safety/security
School events/activities	Language services
Mailing	Legal issues
Athletics	After-school programs
Hiring instructional staff	Hiring non-instructional staff
Firing instructional staff	Firing non-instructional staff
Other (please specify)	
I don't know	