SHADOWING PROTOCOL PULL-OUT TABS

Pull-Out Tab	Triggered By:*
A) Budgets and resources	Task 1 – Managing budgets, resources
B) Interacting with teachers or non-instructional staff	Task 3 – Managing instructional staff Task 4 – Managing non-instructional staff Task 19 – Informally coaching teachers to improve instruction or their teaching in general Task 20 –Formally evaluating teachers and providing instructional feedback to support their improvement 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
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) Student discipline	Task 14 – Managing student discipline
F) Interacting with parents	Task 34 – Communicating with parents
G) Interacting with district office	Task 6 – Planning/participating in district office meetings or other communications initiated by the district office Task 42 – Communicating with the district office to obtain resources for school (initiated by principal)
H) Interacting with students	Task 25 – Teaching students Task 33 – Developing relationships with students Task 39 – Counseling students or in-depth conversation with students

* Task numbers refer to shadowing protocol

Shadower _____   Principal _____   Date _____

TAB A: Budgets and Resources - *Triggered by Task 1*

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
Insufficient funds	Insufficient funds
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

Shadower _____   Principal _____   Date _____

TAB B: Interacting with Teachers or Non-Instructional Staff –
Triggered by Tasks 3, 4, 19, 20, 35, 36, 38

1) Is this a face-to-face interaction?

Yes	No (**DO NOT CONTINUE**)

2) With whom is the principal interacting?

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

3) Who first initiated the interaction?

Principal	Teacher
Third party (please specify)	Staff person
I don't know	

4) What type of interaction is this?

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

5) What is the content of the interaction?

Interpersonal	
Casual/social talk	The individual's well-being
Supporting students in general socio-emotionally	Managing a specific student's behavior
Supporting a specific student socio-emotionally	Mediation/conflict management
Academic	
Supporting a specific student academically	Supporting students in general academically
Curriculum issues	Student assessment results

General classroom management	

Salary/pay/compensation	Working conditions
Discussing other teachers (e.g., strengths, needs)	Disciplinary action/punitive measures against staff
Arranging PD for the individual	Firing/dismissing the individual
Discussing how the teacher can improve his or her teaching	Union issues

Operations

Budgets/finances	School maintenance
Coordinating schedules/setting up meetings	Compliance with district policy/regulations
Orienting the individual to school procedures	Compliance with school policy/regulations
Orienting the individual to school values	Ordering/managing supplies
	Event planning

External relations

PTA meeting	Community issues/concerns
Parent issues/concerns	

General

Discussing something that the principal observed	
Other (please specify)	I don't know

6) What was the tone of the interaction?

Friendly/Relaxed	Unfriendly/Tense
Business-like/Professional	Other (please specify)

Shadower _____   Principal _____   Date _____

TAB C: Developing Safe School Environment - *Triggered by Task 13*

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*

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	

Continued

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: Student Discipline - *Triggered by Task 14*

1) With whom is the principal interacting?

Student	Multiple students
Teacher	Parent
Assistant Principal	Staff (e.g., counselor) (please specify)
Other (please specify)	I don't know

2) What is the type of interaction?

Discussing the incident (i.e., what happened)	Administering a consequence
Calling the student's parent/guardian	Physically intervening in a conflict
Verbally intervening in a conflict	Helping a student process the student's role/actions
Other (please specify)	
I don't know	

Physically violent towards another student	Verbally violent towards another student
Physically violent towards a teacher or staff person	Verbally violent towards a teacher or staff person
Damage of school property	Disrupting class (non-violent)
Misbehaving outside classroom (e.g. hallways, lunchroom, gym) (non-violent)	Violating a school rule (e.g., dress code)
Other (please specify)	
I don't know	

4) What was the tone of the interaction?

Friendly/Relaxed	Unfriendly/Tense
Business-like/Professional	Other (please specify)

STOP HERE UNLESS PRINCIPAL ADMINISTERING A CONSEQUENCE WHEN BEEPER GOES OFF, IF YES CONTINUE TO 5).

5) What is the consequence/outcome of the interaction?

Scolding/Reprimanding	Verbal Warning
Schedule future disciplinary meeting	Make amends (e.g., cleaning up graffiti/apologize)
Detention	Written warning (e.g., going on student's record)
In-school suspension	Out-of-school suspension
Expulsion	Other (please specify)

Shadower _____   Principal _____   Date _____

TAB F: Interacting with Parents - *Triggered by Tasks 34*

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 was the tone of the interaction?

Friendly/Relaxed	Unfriendly/Tense
Business-like/Professional	Other (please specify)

4) 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	Social services/resources for family
Student attendance issues	Student discipline/consequences
Other (please specify)	
I don't know	

5) What language is used?

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

TAB G: Interacting with District Office - *Triggered by Tasks 6, 42*

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	

5) What was the tone of the interaction?

Friendly/Relaxed	Unfriendly/Tense
Business-like/Professional	Other (please specify)

Shadower _____   Principal _____   Date _____

TAB H: Interacting with Students - *Triggered by Tasks 25, 33, 39*

1) Who first initiated the interaction?

Principal	Student
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., student stops by principal office)
Casual discussion (e.g., in passing in hallway)	Other (please specify)

3) What was the tone of the interaction?

Friendly/Relaxed	Unfriendly/Tense
Business-like/Professional	Other (please specify)

How school can academically support the student	How parent can academically support the student
How school can socio-emotionally support the student	How parent can socio-emotionally support the student
Student misconduct	Student improvement/success
Student complaint about teacher	Student complaint about another student
Casual/social talk	Social services/resources for family
Student attendance issues	Student discipline/consequences
Other (please specify)	
I don't know	

5) What language is used?

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