

Keywords	Full Description	Examples
MANAGEMENT		
1. Budgets	Managing budgets, resources	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Talking to prospective teacher • Talking to another principal about transferring teacher into school • Discussing how many teachers need to hire next year
3. Managing, instructional	Managing instructional staff	<ul style="list-style-type: none"> • 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 • Talking to a teacher about which classes they will teach next year • Talking with office staff about his or her concerns (If concern is about another staff member, use #38).
4. Managing, non-instructional	Managing non-instructional staff	<ul style="list-style-type: none"> • Talking to front office staff (e.g., secretary, administrative assistant), school psychologist, custodial staff about their position/work • Talking with office staff about his or her concerns (If concern is about another staff member, use #38).
5. School meetings	Planning/participating in school meetings	<p>[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.]</p> <ul style="list-style-type: none"> • Scheduled meetings with staff, PTA, grade level teams, school site council
6. District meetings	Planning/participating in district office meetings or other communications initiated by the district office	<p>[Note: These are meetings initiated by the district office which the principal is "required" to attend - they can be formal or informal.]</p> <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Asking another principal for advice • Helping another principal use a computer program or understand online budget allocation information posted by the district • Collaborating with another principal on a project
8. Self-improvement	Engaging in self-improvement/professional development	<ul style="list-style-type: none"> • Reading professional development book

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OPERATIONS		
9. Compliance	Fulfilling compliance requirements (not including Special Ed)	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Discussion/meeting about school master calendar • Developing calendar to determine teaching schedules/prep periods
11. Personal schedules	Managing personal, school-related schedule	<ul style="list-style-type: none"> • Adding or cancelling appointment/meeting on online or paper calendar • Directing office staff to add event to principal's calendar
12. Facilities	Maintaining campus facilities	<ul style="list-style-type: none"> • 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 and orderly school environment	<ul style="list-style-type: none"> • 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 disciplinary action is not being actively taken.] • 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	<ul style="list-style-type: none"> • Calling parent about student discipline incident • Disciplining a student for failing to wear uniform properly [Note: This is different than making a general announcement about school uniform requirements (#13) because the student is being disciplined for not complying.] • 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)	<ul style="list-style-type: none"> • Planning graduation, sports, student council, student club, events • Making general announcements on PA (for example, announcing dismissal, hot lunch day, etc.) • 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	<ul style="list-style-type: none"> • Reviewing monthly student attendance reports/individual student's attendance record • Overseeing and congratulating students at a party for their attendance during school testing days • Dealing with truancy/tardiness (non-disciplinary)
17. Standardized tests	Preparing, implementing, and administering standardized tests	<ul style="list-style-type: none"> • Looking for room for standardized testing administration • Watching others process tests
18. Supervise students	Supervising students as a scheduled daily activity	<ul style="list-style-type: none"> • 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.)

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DAY-TO-DAY INSTRUCTION		
19. Coach teachers	Informally coaching teachers to improve instruction or their teaching in general	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Extended classroom observation (formal evaluation paperwork completed, looking at student work, classroom materials, etc.)
21. Special Ed	Fulfilling Special Education requirements	<ul style="list-style-type: none"> • Attending IEP (individual education plan) meeting • Filling out any paperwork related to Special Ed
22. Classroom observations	Planning to conduct or conducting classroom observations / walk-throughs	<ul style="list-style-type: none"> • Checking on teachers and students briefly - no formal evaluation paperwork is completed • Looking at class schedule to find out what time to stop by
23. Required PD for teachers	Implementing required professional development	[Note: This is for PD that is planned by the district office.] <ul style="list-style-type: none"> • 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 benefit of the doubt that they will actually use the info to inform instruction or the education program later.] <ul style="list-style-type: none"> • Reviewing student achievement data • Discussing student data with teachers (formally or informally)
25. Teach students	Teaching students	<ul style="list-style-type: none"> • Tutoring • Teaching after-school class
INSTRUCTIONAL PROGRAM		
26. Educational program	Developing an educational program across the school	<ul style="list-style-type: none"> • Discussing or planning which teachers should teach which subject next year • Planning improvements (e.g. getting more microscopes for the science wing) • Discussing starting a new reading initiative
27. Curriculum	Evaluating curriculum	<ul style="list-style-type: none"> • 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.] <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Encouraging teacher to consider transferring to another school, a profession outside of teaching, retirement
32. After-school/summer	Planning or directing supplementary, after-school or summer school instruction	<ul style="list-style-type: none"> • 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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INTERNAL RELATIONS		
33. Students	Developing relationships with students	<ul style="list-style-type: none"> • Saying hi to students in hallway • Administering meds to student • Greeting students over PA (ex. reading a motivational quote) • Chatting with students about school or non-school topics (e.g. joining a school club, the student's weekend plans).
34. Parents	Communicating with parents	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Talking with teacher on playground about weekend plans
36. Staff (school, "shop talk")	Interacting socially with staff about school-related topic (shop talk)	<ul style="list-style-type: none"> • 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	Attending: • Sports events • Plays • Celebrations • Assemblies
38. Staff conflicts	Counseling staff about conflicts with other staff members	<ul style="list-style-type: none"> • Talking to SpEd teacher about his concern that other teachers are making comments about his position/work ethic
39. Counsel students	Counseling or in-depth conversation with students	<ul style="list-style-type: none"> • Discussing poor student performance • Listening to student talk about home life and how it may be affecting student behavior or performance at school • Providing options/assistance in dealing with conflicts
EXTERNAL RELATIONS		
40. Local community	Working with local community members or organizations	<ul style="list-style-type: none"> • Working with local businesses to ensure that students are not entering their stores during school hours as they are not allowed off campus • Contacting a local business about sponsoring a school event
41. Fundraising	Fundraising	<ul style="list-style-type: none"> • Grant writing • Bake sales
42. District office to get resources	Communicating with the district office to obtain resources for school (initiated by principal)	<ul style="list-style-type: none"> • Asking district office to fund special program
43. Recruit students	Recruiting students to attend school	<ul style="list-style-type: none"> • Holding open house to encourage new students to attend • Meeting with a prospective student • Going to the school a grade below to talk about attending the principal's school (e.g. going to a middle school to talk about high school).
44. Publicize school	Publicizing school events and achievements	<ul style="list-style-type: none"> • Creating flyers for school event • Calling newspaper about school event
45. Recruit volunteers	Recruiting school volunteers from the community	<ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • Being interviewed by reporter
47. Parent involvement	Talking about how to increase parent involvement	<ul style="list-style-type: none"> • Discussing with a teacher making parents sign off on homework. • Discussing how to get parents involved in chaperoning school trips, school carnivals, dances, etc.
48. Non-school resources	Securing external resources for students	<ul style="list-style-type: none"> • Securing social services, external supplemental educational services, medical attention
ADDITIONAL TASKS		
PT - Personal time	Personal time	<ul style="list-style-type: none"> • Bathroom • Lunch • Personal call • Personal email
IT - In transition	In transition between activities	<ul style="list-style-type: none"> • Just walking in hallway
R - Researcher	Interacting with researcher	<ul style="list-style-type: none"> • Explaining to researcher what next meeting will be about
U - Unknown	Email, fax, call or paperwork when uncertain of who with	