

Keywords	Full Description	Examples
<b>MANAGEMENT</b>		
1. Budgets	Managing budgets, resources	<ul style="list-style-type: none"> <li>• Talking about movement of teachers to reduce budget</li> <li>• Finding substitutes</li> <li>Donating things to other schools</li> <li>• <u>Discussing contracts for campus vending machines</u></li> </ul>
2. Hiring	Hiring personnel	<ul style="list-style-type: none"> <li>• Talking to prospective teacher</li> <li>• Talking to another principal about transferring teacher into school</li> <li>• <u>Discussing how many teachers need to hire next year</u></li> </ul>
3. Managing, instructional	Managing instructional staff	<ul style="list-style-type: none"> <li>• 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.]</li> <li>• Talking to teacher about loss of funding for a program</li> <li>• Talking to a teacher about which classes they will teach next year</li> <li>• Talking with office staff about his or her concerns (If concern is about another staff member, use #38).</li> </ul>
4. Managing, non-instructional	Managing non-instructional staff	<ul style="list-style-type: none"> <li>• Talking to front office staff (e.g., secretary, administrative assistant), school psychologist, custodial staff about their position/work</li> <li>• Talking with office staff about his or her concerns (If concern is about another staff member, use #38).</li> </ul>
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"> <li>• Scheduled meetings with staff, PTA, grade level teams, school site council</li> </ul>
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"> <li>• Attending district office meeting</li> <li>• Taking call from district office</li> <li>• Meeting with district representative about building compliance and changes to school facilities</li> </ul>
7. Networking	Interacting/networking with other principals	<ul style="list-style-type: none"> <li>• Asking another principal for advice</li> <li>• Helping another principal use a computer program or understand online budget allocation information posted by the district</li> <li>• <u>Collaborating with another principal on a project</u></li> </ul>
8. Self-improvement	Engaging in self-improvement/professional development	<ul style="list-style-type: none"> <li>• Reading professional development book</li> </ul>

Keywords	Full Description	Examples
<b>OPERATIONS</b>		
9. Compliance	Fulfilling compliance requirements (not including Special Ed)	<ul style="list-style-type: none"> <li>• Filling out payroll or timesheet paperwork</li> <li>• Signing things (e.g., forms, receipts, paychecks, reimbursement requests)</li> </ul> [Note: If principal is fulfilling Special Ed compliance, use #21 instead.]
10. School schedules	Managing school schedules	<ul style="list-style-type: none"> <li>• Discussion/meeting about school master calendar</li> <li>• Developing calendar to determine teaching schedules/prep periods</li> </ul>
11. Personal schedules	Managing personal, school-related schedule	<ul style="list-style-type: none"> <li>• Adding or cancelling appointment/meeting on online or paper calendar</li> <li>• Directing office staff to add event to principal's calendar</li> </ul>
12. Facilities	Maintaining campus facilities	<ul style="list-style-type: none"> <li>• Cleaning up broken glass or getting someone else to</li> <li>• Cleaning own office</li> <li>• Fire alarm drill</li> <li>• Getting the school painted</li> <li>• Making sure buildings are functioning properly (heating, air, doors, windows, etc.)</li> <li>• Talking to IT</li> </ul>
13. Safe school	Developing and monitoring a safe and orderly school environment	<ul style="list-style-type: none"> <li>• 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.)</li> <li>• Telling student not to run in hallway [Note: This is not a #14 because disciplinary action is not being actively taken.]</li> <li>• Locker checks</li> <li>• Reviewing campus security videos</li> <li>• Meeting about how to prevent weapons or drugs on campus</li> <li>• Making announcement about school uniform requirements</li> <li>• <del>Checking with school security guard(s) about student behavior issues</del></li> </ul>
14. Student discipline	Managing student discipline	<ul style="list-style-type: none"> <li>• Calling parent about student discipline incident</li> <li>• 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.]</li> <li>• Talking with student(s) or teacher(s) involved in discipline incident</li> <li>• Administering consequence for inappropriate student behavior</li> </ul>
15. Student services	Managing student services (records, reporting, activities)	<ul style="list-style-type: none"> <li>• Planning graduation, sports, student council, student club, events</li> <li>• Making general announcements on PA (for example, announcing dismissal, hot lunch day, etc.)</li> <li>• Organizing bus transportation for field trip</li> <li>• <del>Talking to teachers about rewards for student being on honor roll</del></li> </ul>
16. Student attendance	Managing student attendance-related activities	<ul style="list-style-type: none"> <li>• Reviewing monthly student attendance reports/individual student's attendance record</li> <li>• Overseeing and congratulating students at a party for their attendance during school testing days</li> <li>• <del>Dealing with truancy/tardiness (non-disciplinary)</del></li> </ul>
17. Standardized tests	Preparing, implementing, and administering standardized tests	<ul style="list-style-type: none"> <li>• Looking for room for standardized testing administration</li> <li>• Watching others process tests</li> </ul>
18. Supervise students	Supervising students as a scheduled daily activity	<ul style="list-style-type: none"> <li>• Lunch/recess duty</li> <li>• 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.)</li> </ul>

Keywords	Full Description	Examples
<b>DAY-TO-DAY INSTRUCTION</b>		
19. Coach teachers	Informally coaching teachers to improve instruction or their teaching in general	<ul style="list-style-type: none"> <li>• Writing note to teacher about something observed</li> <li>• Talking to teacher in hallway about materials can use</li> <li>• 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.]</li> </ul>
20. Evaluate teachers	Formally evaluating teachers and providing instructional feedback to support their improvement	<ul style="list-style-type: none"> <li>• Extended classroom observation (formal evaluation paperwork completed, looking at student work, classroom materials, etc.)</li> </ul>
21. Special Ed	Fulfilling Special Education requirements	<ul style="list-style-type: none"> <li>• Attending IEP (individual education plan) meeting</li> <li>• Filling out any paperwork related to Special Ed</li> </ul>
22. Classroom observations	Planning to conduct or conducting classroom observations / walk-throughs	<ul style="list-style-type: none"> <li>• Checking on teachers and students briefly - no formal evaluation paperwork is completed</li> <li>• Looking at class schedule to find out what time to stop by</li> </ul>
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"> <li>• Scheduling PD for teachers</li> <li>• Attending/overseeing PD for teachers</li> </ul>
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"> <li>• Reviewing student achievement data</li> <li>• Discussing student data with teachers (formally or informally)</li> </ul>
25. Teach students	Teaching students	<ul style="list-style-type: none"> <li>• Tutoring</li> <li>• Teaching after-school class</li> </ul>
<b>INSTRUCTIONAL PROGRAM</b>		
26. Educational program	Developing an educational program across the school	<ul style="list-style-type: none"> <li>• Discussing or planning which teachers should teach which subject next year</li> <li>• Planning improvements (e.g. getting more microscopes for the science wing)</li> <li>• Discussing starting a new reading initiative</li> </ul>
27. Curriculum	Evaluating curriculum	<ul style="list-style-type: none"> <li>• Talking to teachers about merits/critiques of curriculum they are using</li> </ul>
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"> <li>• 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.]</li> </ul>
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"> <li>• Encouraging teacher to consider transferring to another school, a profession outside of teaching, retirement</li> </ul>
32. After-school/summer	Planning or directing supplementary, after-school or summer school instruction	<ul style="list-style-type: none"> <li>• 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.]</li> </ul>

Keywords	Full Description	Examples
<b>INTERNAL RELATIONS</b>		
33. Students	Developing relationships with students	<ul style="list-style-type: none"> <li>• Saying hi to students in hallway</li> <li>• Administering meds to student</li> <li>• Greeting students over PA (ex. reading a motivational quote)</li> <li>• Chatting with students about school or non-school topics (e.g. joining a school club, the student's weekend plans).</li> </ul>
34. Parents	Communicating with parents	<ul style="list-style-type: none"> <li>• Taking with parent about organizing activity for school</li> <li>• Chatting socially in hall</li> <li>• Creating notices to send home to parents about school updates/activities</li> <li>• Talking with parents about child's behavior or performance</li> </ul>
35. Staff (non-school)	Interacting socially with staff about non-school related topic	<ul style="list-style-type: none"> <li>• Talking with teacher on playground about weekend plans</li> </ul>
36. Staff (school, "shop talk")	Interacting socially with staff about school-related topic (shop talk)	<ul style="list-style-type: none"> <li>• Talking to teacher on playground about a student</li> <li>• Talking with staff about school programs, their classrooms, etc. in any informal setting (hallway, playground, cafeteria)</li> </ul>
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"> <li>• Talking to SpEd teacher about his concern that other teachers are making comments about his position/work ethic</li> </ul>
39. Counsel students	Counseling or in-depth conversation with students	<ul style="list-style-type: none"> <li>• Discussing poor student performance</li> <li>• Listening to student talk about home life and how it may be affecting student behavior or performance at school</li> <li>• Providing options/assistance in dealing with conflicts</li> </ul>
<b>EXTERNAL RELATIONS</b>		
40. Local community	Working with local community members or organizations	<ul style="list-style-type: none"> <li>• Working with local businesses to ensure that students are not entering their stores during school hours as they are not allowed off campus</li> <li>• Contacting a local business about sponsoring a school event</li> </ul>
41. Fundraising	Fundraising	<ul style="list-style-type: none"> <li>• Grant writing</li> <li>• Bake sales</li> </ul>
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"> <li>• Asking district office to fund special program</li> </ul>
43. Recruit students	Recruiting students to attend school	<ul style="list-style-type: none"> <li>• Holding open house to encourage new students to attend</li> <li>• Meeting with a prospective student</li> <li>• 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).</li> </ul>
44. Publicize school	Publicizing school events and achievements	<ul style="list-style-type: none"> <li>• Creating flyers for school event</li> <li>• Calling newspaper about school event</li> </ul>
45. Recruit volunteers	Recruiting school volunteers from the community	<ul style="list-style-type: none"> <li>• Talking with Lions club representative about getting volunteer tutors</li> </ul>
46. School image in media	Managing the school's image in local media (e.g., newspapers)	<ul style="list-style-type: none"> <li>• Being interviewed by reporter</li> </ul>
47. Parent involvement	Talking about how to increase parent involvement	<ul style="list-style-type: none"> <li>• Discussing with a teacher making parents sign off on homework.</li> <li>• Discussing how to get parents involved in chaperoning school trips, school carnivals, dances, etc.</li> </ul>
48. Non-school resources	Securing external resources for students	<ul style="list-style-type: none"> <li>• Securing social services, external supplemental educational services, medical attention</li> </ul>
<b>ADDITIONAL TASKS</b>		
PT - Personal time	Personal time	<ul style="list-style-type: none"> <li>• Bathroom</li> <li>• Lunch</li> <li>• Personal call</li> <li>• Personal email</li> </ul>
IT - In transition	In transition between activities	<ul style="list-style-type: none"> <li>• Just walking in hallway</li> </ul>
R - Researcher	Interacting with researcher	<ul style="list-style-type: none"> <li>• Explaining to researcher what next meeting will be about</li> </ul>
U - Unknown	Email, fax, call or paperwork when uncertain of who with	