AC_01. Please indicate the extent to which you agree or disagree with the following statements about your school.

	Strongly Disagree	Disagree	Agree	Strongly Agree
a. I am generally satisfied with being an administrator in this school. (Select one option)	1	2	3	4
b. I feel appreciated for the job that I am doing. (Select one option)	1	2	3	4
c. I feel well prepared for the work that I do. (Select one option)	1	2	3	4
d. Students in my school are safe from bullying. (Select one option)	1	2	3	4
e. I feel prepared to respond to any type of emergency situation that may occur at my school. (Select one option)	1	2	3	4

AC_02. Please indicate the extent to which you agree or disagree with the following statements regarding central office leadership in your district.

	Strongly Disagree	Disagree	Agree	Strongly Agree
a. The director of schools/superintendent in my district communicates a clear vision for this district. (Select one option)	1	2	3	4
b. I like the way things are run in this district. (Select one option)	1	2	3	4
c. I receive adequate support from district leadership in my role as a school leader. (Select one option)	1	2	3	4

AC_03. Including hours spent during the school day, before and after school, and on the weekends, how many hours do you spend on ALL school-related activities during a typical FULL WEEK at this school? [Answer must be between 0 and 100, inclusive] _____

AC_04. In an AVERAGE WEEK, what percentage of your work time do you devote to each of the following activities? (Please make sure your answers sum to 100%)

a. __ General school management duties (e.g., scheduling, budgeting)
b. __ Tasks related to teacher evaluation (e.g., formal observations, post-conferences)
c. __ Other instructional leadership (e.g., informal classroom visits, teacher support/professional development, curriculum)
d. __Personnel matters (e.g., hiring)
e. __ Student discipline
f. __ Other student-related meetings (e.g., IEP meetings, RTI2 meetings)
g. __ Supervisory roles (e.g., lunch/hall/bus duty, extracurricular events)
h. __ Parent and community interactions (e.g., parent conferences, meetings)
i. __ Interacting with district leaders/central office
j. __ Other

AC_05. Thinking about the current school year (2020-21), how often do you engage in each of the following practices?

	Almost Never	About Once per Semester	About Once per Month	Several Times per Month	Not Applicable
a. Take steps to learn more about the cultures and backgrounds that students in my school represent	1	2	3	4	5
b. Examine my school's data for evidence that my school treats students from different groups equitably	1	2	3	4	5
c. Work with my instructional staff on teaching approaches that respond to the needs of a diverse range of students	1	2	3	4	5
d. Examine my school's disciplinary strategies to ensure they produce good outcomes for students from different backgrounds	1	2	3	4	5
e. Take steps aimed specifically at ensuring that my school communicates effectively with parents from diverse groups	1	2	3	4	5
f. Provide professional learning opportunities for my teachers on cultural responsiveness.	1	2	3	4	5
g. Talk about inclusivity with my staff or students.	1	2	3	4	5
h. Personally connect with families of different backgrounds from my own.	1	2	3	4	5

AC_06. Please indicate the extent to which you agree or disagree with each of the following statements regarding communities of practice.

	Strongly Disagree	Disagree	Agree	Strongly Agree
a. I have opportunities to share ideas with other administrators outside of my district.	1	2	3	4
b. I have received meaningful feedback from other administrators regarding a specific problem of practice.	1	2	3	4

AC_07. Think about your hiring needs during this 2020-21 school year.

   a. _____ How many open teaching positions did you post/attempt to fill this year (both summer 2020 and throughout the year)?
   b. _____ How many unfilled teaching positions did you have at the start of the 2020-21 school year?

AC_08. Please indicate the extent to which you agree or disagree with the following statement regarding your candidate pool.

		Strongly Disagree	Disagree	Agree	Strongly Agree
a.	I have a sufficiently large pool of applicants to choose a qualified candidate for open positions at my school.	1	2	3	4

AC_09. In the last year, how challenging was it for you to recruit the following kinds of teachers to your school?

		Not at all challenging	Somewhat challenging	Challenging	Very challenging	Extremely challenging	N/A
a.	Instructionally effective teachers	1	2	3	4	5	6
b.	Teachers with necessary qualifications for my school's vacancies	1	2	3	4	5	6
c.	Teachers who I think will stay in my school	1	2	3	4	5	6
d.	Racially/ethnically diverse teachers	1	2	3	4	5	6

AC_10. [If AC_09d <= 2] You responded that recruiting racially/ethnically diverse teachers is not very challenging at your school. Why not? What kinds of strategies (if any) is your school using in this area?

AC_11. [If AC_14d >2] You responded that recruiting racially/ethnically diverse teachers is challenging at your school. Why? What do you think are the main challenges? What kinds of strategies (if any) is your school using in this area?

AC_12. [MS & HS Only] Other than a school counselor, does your school have any FTEs (e.g., college/career coordinator) primarily dedicated to college and career advising?

     a.   No – 0
     b.   Yes – 1 (please describe: _____)

AC_13. [MS & HS Only] Does your school have any community partners/organizations to support the college and career readiness advising process for students?

     a.   No – 0
     b.   Yes – 1 (please describe: _____)

AC_14. [Question given to MS/HS principals only] To improve student success, what percentage of time would you like for counselors in your school to spend doing each of the following? (Number Entry)

     a.   Delivering school-wide/comprehensive counseling programming (e.g., development of personal-social skills, development of academic skills, postsecondary and career planning, development of PD/materials for teachers)
     b.   Individual student planning (e.g., developing student educational, postsecondary, and career plans; interpreting student assessment data)
     c.   Individual and group counseling to address discipline, behavior, or a response to a crisis
     d.   Student support: collaboration, consultation, referral

e. Manage and evaluate the quality of the school counseling program
f. Identify and work with students with high absenteeism rates
g. Data analysis to review changes in student achievement, behavior, etc.
h. Other non-counseling activities (e.g., testing coordination, master scheduling)
    TOTAL:SUM: (Total must Sum to 100%)

AC_15 to AC_19 only go to individuals who have not answered these labor market questions in an earlier year.

The following section asks for insight about your work decisions. Results from this section will NOT be included in district-level reports, and district leaders will never see results from these questions. They are included for research purposes only.

AC_15. Before you became an administrator, did you ever have a career outside of the field of education? (Select one option)

a. No - 0 (Skip the next four questions)
b. Yes, in a full-time career other than education - 1 (Continue to next question)
c. Yes, in a part-time career other than education – 2 (Continue to next question)

AC_16. In what fields or areas did you work? (List more than one if applicable.) [Open-ended]

AC_17. How many total years of experience do you have in a career outside education, including both part-time and full-time work?

_____ Total years

AC_18. In this career (or careers) outside education, how many years did you spend in a management position? (If none, fill in "0".)

_____ Total years

AC_19. In this career (or careers) outside education, did you have responsibility for any of the following? (Select all that apply.)

a. Budgeting
b. Managing others
c. Hiring personnel
d. Training or development of others
e. Motivating others
f. Maintaining facilities
g. Maintaining interpersonal relationships
h. Engaging external stakeholders

All admins take the following questions.

AC_20. What do you anticipate will be your role in the next academic year (i.e., in 2021-22)? (Select one option)

   a. Still working as an administrator in this school
   b. Still working as an administrator, but at another school in this district
   c. Still working as an administrator, but at a school in another district in Tennessee
   d. Still working in a Tennessee public school, but not as an administrator
   e. Still working in Tennessee schools, but in a central or district administrative or leadership role
   f. Still working in K-12 education, but not in Tennessee public schools
   g. Working at a job outside of K-12 education
   h. Retired
   i. Other (please specify:) _____

AC_21. (If AC_20=b) Would you say that your move to a different school next year was…? (Select one option)

   a. Mostly my decision
   b. Mostly the decision of my district's leadership
   c. Mostly the decision of others (please specify:) _____

AC_22. (If AC_20 = b or c) To what extent do you agree or disagree with each of the following statements about your move for next year?

	Strongly Disagree	Disagree	Agree	Strongly Agree
a. In the decision process, staying in my current school was an option that was open to me. (Select one option)	1	2	3	4
b. I actively sought a move from my current school. (Select one option)	1	2	3	4
c. Politics played a role in my move. (Select one option)	1	2	3	4
d. District leaders told me where I would move with little input from me. (Select one option)	1	2	3	4
e. My new school will be a better fit for my skills. (Select one option)	1	2	3	4
f. I am likely to be more effective in my new school. (Select one option)	1	2	3	4

AC_23. (If AC_20 = b or c) Why are you moving to a different school for next year? [Open-ended]

AC_24. (If AC_20 = d) Why are you leaving school administration next year? [Open-ended]

AC_25. (If AC_20 = f or g) Why are you leaving Tennessee schools next year? [Open-ended]

AC_26. Please indicate the extent to which you agree or disagree with each of the following statements about your work.

	Strongly Disagree	Disagree	Agree	Strongly Agree
a. I think about transferring to another school. (Select one option)	1	2	3	4
b. The stress and disappointments involved in serving as an administrator in this school are not really worth it. (Select one option)	1	2	3	4
c. I plan to work in public education until I retire. (Select one option)	1	2	3	4

AC_27. What is your best guess regarding how many more years you will serve in each of the following roles?

   a. _____ An administrator in your current school
   b. _____ An administrator in any school in your district (including your current school)
   c. _____ An administrator in any school in Tennessee (including your current school)

Admins with a pre-K grade in their building takes AC_28 to AC_32.

AC_28. How confident do you feel in explaining the pre-K standards (Tennessee Early Learning Development Standards) to your staff?

   a. Not at all confident
   b. Somewhat confident
   c. Confident
   d. Very Confident

AC_29. How frequently do you have access to professional development opportunities that have each of the following characteristics?

	Never	Rarely	Sometimes	Often	Almost Always
a. Is relevant to the challenges I face in supporting high quality pre-K in my school.	1	2	3	4	5
b. Improves my capacity to support high quality pre-K in my school.	1	2	3	4	5

AC_30. At your school have you done any of the following activities to support the implementation of pre-K curriculum? (Select all that apply)

   a. Have teachers complete fidelity checklist available from the pre-K curriculum developer
   b. Have a coach observe teachers using the pre-K curriculum developer's checklist
   c. Have someone else (other than a coach) observe teachers using the pre-K curriculum developer's checklist
   d. Have a coach observe teachers WITHOUT using the pre-K curriculum developer's checklist

e. Have someone else (other than a coach) observe teachers WITHOUT using the pre-K curriculum developer's checklist
f. Have coaches focus on curriculum implementation when working with pre-K teachers
g. Administrators/coaches/specialists/others participate in a pre-K curriculum developer training on supporting and/or monitoring fidelity

AC_31. Do you use any non-evaluative observational data (e.g., CLASS, ECERS, ELLCO, district-made) for any of the following purposes regarding pre-K? (Select all that apply)

a. Inform instructional coaching decisions
b. Measuring changes in pre-K teacher practice
c. Inform decisions about what professional development or technical assistance is needed for pre-K teachers
d. I do not use any non-evaluative observational tools for pre-K

AC_32. Is there someone who is responsible for analyzing or summarizing pre-K data from your school so those data can be used to support decision-making or answer research questions? (Select one option)

a. No – 0
b. Yes – 1

All admins take the following.

AC_33. Think about the modes of instruction that have been used so far over the course of the 2020-21 school year. Which of the following modalities have been used in your school this year? (Select all that apply)

a. ___ Fully in-person: I taught lessons in-person with all students physically in school
b. ___ Fully virtual: I taught lessons virtually with all students participating remotely
c. ___ In-person and Virtual: I taught lessons with both in-person and virtual students at the same time
d. ___ Student-paced Distance learning: I taught students remotely by providing lesson materials for students to learn at their own pace.

AC_34. Has your school or district provided any of the following to at least some students during the 2020-21 year? (Select all that apply)

a. Digital devices (e.g., tablets or laptops)
b. Hot spots or other technology for students to access the internet from home
c. Information about how to obtain free or discounted internet access
d. None of the above

AC_35. [If AC_34 = a] Approximately how many students in your school received a digital device (e.g., tablet or laptop) from your school or district during the 2020-21 school year?

a. 1-25% of students
b. 26-50% of students
c. 51-75% of students
d. 76-99% of students
e. 100% of my students

AC_36. [If AC_34 = b] Approximately how many students in your school received hot spots or other technology for internet access from your school or district during the 2020-21 school year?

    a.   1-25% of students
    b.   26-50% of students
    c.   51-75% of students
    d.   76-99% of students
    e.   100% of my students

AC_37. What percentage of your school's students have been required to quarantined from school at least once this year?

    a.   None of my students
    b.   1-25% of students
    c.   26-50% of students
    d.   51-75% of students
    e.   76-99% of students
    f.   100% of my students

AC_38. What percentage of your school's staff have been required to quarantined from school at least once this year?

    a.   None of my staff
    b.   1-25% of staff
    c.   26-50% of staff
    d.   51-75% of staff
    e.   76-99% of staff
    f.   100% of my staff

AC_39.

AC_40. Please rate the extent that each of these concerns related to COVID-19 and your students. Then, in the far right column, please check the two issues from the list that were the BIGGEST CONCERNS you had this year.

	AC_39. Rate your level of concern for each issue				AC_40. Your Two Biggest Concerns
	Not a Concern	A Minor Concern	A Moderate Concern	A Major Concern	
a. Students missing instructional time	1	2	3	4	☐
b. Student grief and trauma related to COVID-19	1	2	3	4	☐
c. Maintaining and building relationships with students in spite of distance and uncertainty	1	2	3	4	☐
d. Students missing crucial services/supports (free/reduced meals, counseling, etc.)	1	2	3	4	☐

e.	Adapting my school's curriculum for at home or virtual learning	1	2	3	4	☐
f.	Barriers preventing students from accessing virtual learning (e.g., lack of internet access, technology problems)	1	2	3	4	☐
g.	Adapting to required staff and student quarantines	1	2	3	4	☐
h.	Barriers preventing teachers from providing virtual learning (e.g., lack of internet access, technology problems)	1	2	3	4	☐
i.	The long-term economic impacts for myself and my students	1	2	3	4	☐

AC_41. What are the most urgent needs to support student learning over the summer and fall of 2021?

Any feedback that you insert into the box below will be shared , unedited, with your Director of Schools. TERA does not link your response to any identifying information other than what you choose to write in your comment, nor do we share these comments with anyone other than your district Director of Schools.