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.	I feel prepared to serve as an instructional leader within 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
d.	I receive adequate guidance from my district around the implementation of new initiatives. (Select one option)	1	2	3	4
e.	Spending in this district is aligned to student outcomes. (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. __ Completing instructional walk throughs
    d. __ Teacher instructional support/planning and preparation
    e. __ Other instructional leadership (e.g., data analysis or data meetings, curriculum)
    f. __Personnel matters (e.g., hiring)
    g. __ Student discipline
    h. __ Other student-related meetings (e.g., IEP meetings)

     i.   __ Supervisory roles (e.g., lunch/hall/bus duty, extracurricular events)
     j.   __ Parent and community interactions (e.g., parent conferences, meetings)
     k.   __ Interacting with district leaders/central office
     l.   __ Other

AC_05. 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 sufficient opportunities to share ideas with other administrators in my district.	1	2	3	4
b. I have sufficient opportunities to share ideas with other administrators outside of my district.	1	2	3	4
c. I receive meaningful feedback from other administrators on my specific problems of practice.	1	2	3	4

AC_06. Think about your hiring needs during this 2023-24 school year.

     a.   _____ How many open teaching positions did your school post/attempt to fill before the start of the 2023-24 school year?
     b.   _____ How many unfilled teaching positions did you have at the start of the 2023-24 school year?

AC_07. [If previous question (b) >0] For each subject area, please indicate the number of unfilled teaching positions you had at the start of the 2023-24 school year.

     a.   Early Childhood/Pre-K
     b.   Elementary
     c.   English
     d.   Math
     e.   Science
     f.   Social Studies
     g.   Special Education
     h.   Arts/Music
     i.   Career & Technical Education
     j.   Foreign Language
     k.   English as a Second Language
     l.   Technology
     m.   Physical Education/Health
     n.   Other

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

	Strongly Disagree	Disagree	Agree	Strongly Agree	I don't know
a. We have a sufficiently large pool of licensed applicants to choose a qualified candidate for open teaching positions at my school.	1	2	3	4	5

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 = 1, 2] You responded that recruiting racially/ethnically diverse teachers is not very challenging or somewhat challenging at your school. Please describe more. What kinds of strategies (if any) is your school using in this area?

AC_11. [If AC_09d =3, 4, 5] 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. [If AC_09d =6] You responded that challenges in recruiting racially/ethnically diverse teachers to your school are "not applicable". Please describe why you responded N/A.

For the following questions, please consider "high-dosage, low-ratio tutoring" as tutoring that occurs at least 2-3 times per week for at least 30 minutes per session with a maximum ratio of one tutor to three students in grades one through five, and a maximum ratio of one tutor to four students in grades six through eight. Please skip any questions that you are unable to answer.

AC_13. What are any barriers to implementing high-dosage, low-ratio tutoring program within your school this school year? [RANDOMIZE] (Select all that apply)

   a. Scheduling or time conflicts
   b. Shortage of available tutors to hire
   c. Space to conduct tutoring
   d. Transportation to/from tutoring sessions outside of regular school hours
   e. Parents unwilling or unable to enroll their students
   f. Low student attendance
   g. Low tutor attendance
   h. Other: Please specify
   i. I am not familiar with the high-dosage, low-ratio tutoring program at my school

AC_14. What were one or two things you did that were particularly successful at overcoming challenges to your program? [Open-Ended]

AC_15. Who provides high-dosage, low-ratio tutoring for students in your school? (Select all that apply)

   a. Current teachers
   b. Retired teachers
   c. Paraprofessionals

    d.   Trained Volunteers

    e.   Paid Staff (not otherwise working for the district)

    f.   External Partners

    g.   Other (please specify): _____

AC_16. Which of the options below represents when students who are tutored receive this service? (Select all that apply)

    a.   During the school day

    b.   Before the school day

    c.   After the school day

    d.   I don't know

AC_17. Which option below best captures the context of your school's tutoring? (Select one)

    a.   All of our tutoring is in-person

    b.   Some of our tutoring is virtual

    c.   None of our tutoring is virtual but we are considering expanding to do so

    d.   None of our tutoring is virtual and we are not considering doing so

AC_18. Approximately what percentage of your student body has been enrolled in high-dosage, low-ratio tutoring at some point during this school year?

    _____

AC_19. What criteria are used to enroll students in high-dosage, low-ratio tutoring? [RANDOMIZE] (Select all that apply)

    a. A specific assessment result on TNReady

    b. A specific result on a test or screener other than TNReady

    c. A request from a parent/guardian

    d. A referral from a teacher

    e. A referral from a certified support staff member (e.g., learning specialist, counselor)

    f. High absenteeism

    g. Other (please specify): _____

AC_20. Do you believe that criteria in the previous question are the RIGHT criteria for enrollment? If not, how would you modify the enrollment criteria?

AC_21. What about your high-dosage, low-ratio tutoring program has gone well this year? (Select All That Apply)

    a. The program is well managed and well organized.

    b. The program integrated well with our existing instructional efforts.

    c. The program allows for wider connections with the community and/or potential staff hires.

    d. The program has had a positive impact on student learning.

    e. My teachers appreciate the academic support that the program provides to our students.

AC_22. This year, did your school provide a computer (or related device) for every student's academic use?

Pipe answers from Q12 as answer options, No = 0, Yes = 1

a. Pre-kindergarten
b. Early Elementary (Kindergarten through grade 3)
c. Later Elementary (Grade 4 through grade 5)
d. Middle grades (Grade 6 through 8)
e. High School (Grade 9 and above)

AC_23. Does the typical student in your school take a school-provided computer home with them regularly?

a. No - 0
b. Yes - 1

AC_24. This year, how many of your teachers regularly post lessons, assignments, and other materials to a Learning Management System (e.g., Google classroom)

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

AC_25 to AC_29 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_25. 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_26. In what fields or areas did you work? (List more than one if applicable.) [Open-ended]

AC_27. 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_28. 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_29. 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_30. Please indicate how many school safety staff you have working at your school in each of the following categories.

    a.   ___ A full-time School Resource Officer or Police Officer assigned to my school
    b.   ___ A part-time School Resource Officer or Police Officer to my school
    c.   ___ Contracted private security personnel
    d.   ___ None of the above
    e.   ___ Other: _____

AC_31. Please indicate the extent to which you agree or disagree with the following statements regarding the safety/security personnel who work at your school. Please skip this matrix if you do not have any safety/security personnel who work at your school.

	Strongly Disagree	Disagree	Agree	Strongly Agree
a. The administration and safety/security personnel have a good understanding of the role and responsibilities of the safety/security personnel. (Select one option)	1	2	3	4
b. Our police/SRO have a visible presence throughout my school. (Select one option)	1	2	3	4
c. I feel that my school does a good job controlling the building's entry and exit points.	1	2	3	4

AC_32. To what extent do each of the following issues limit your school's ability to provide student mental health support?

	Not at all	In a minor way	In a major way
a. Inadequate funding	1	2	3
b. Inadequate access to licensed mental health professionals	1	2	3
c. Writing or unwritten policies regarding the school's requirement to pay for the diagnostic mental health assessment or treatment of students	1	2	3
d. Potential legal issues for the school or district	1	2	3
e. Lack of community support for providing mental health services to students in your school	1	2	3
f. Concerns about reactions from parents	1	2	3
g. Reluctance to label students with mental health disorders to avoid stigmatizing the child	1	2	3

AC_33. What do you anticipate will be your role in the next academic year (i.e., in 2024-25)? (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_34. (If AC_33=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_35. (If AC_33 = 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. District or building-level dynamics 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_36. (If AC_33 = b or c) Why are you moving to a different school for next year? [Open-ended]

AC_37. (If AC_33 = d) Why are you leaving school administration next year? [Open-ended]

AC_38. (If AC_33 = f or g) Why are you leaving Tennessee schools next year? [Open-ended]

AC_39. (If AC_33 = h) What factors drove your decision to retire this year? [Open-ended]

AC_40. 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 responsibility of serving as an administrator in this school make me question staying in my role. (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_41. 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_42 to AC_46.

AC_42. 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_43. How frequently do you have access to professional development opportunities that have each of the following characteristics?

	Never	Rarely	Sometimes	Often	Almost Always
a. Are relevant to the challenges I face in supporting high quality Pre-K in my school	1	2	3	4	5

b. Improve my capacity to support high quality Pre-K in my school	1	2	3	4	5

AC_44. 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 a 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.   Have administrators/coaches/specialists/others participate in a Pre-K curriculum developer training on supporting and/or monitoring fidelity

AC_45. 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.   Informing instructional coaching decisions
    b.   Measuring changes in Pre-K teacher practice
    c.   Informing 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_46. 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

Admins then go on to one of the branches, if appropriate. All admins with 3 or less years of experience who have not taken the Early Career Branch in a previous year 2018 -2022 go to the Admin Early Career Branch. Then, all Assistant Principals take the AP Branch and all Principals take the Principal Branch. There are no Admin Modules in 2024. After the assigned branch, all admins take the last page.