

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 each the following statement about teacher/parent relations at your school.

	Strongly Disagree	Disagree	Agree	Strongly Agree
a. My teachers feel supported by the parents of their students. (Select one option)	1	2	3	4

AC_03. 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_04. 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_05. 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)
- 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_06. Thinking about the current school year (2021-22), 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_07. 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
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AC_08. Think about your hiring needs during this 2021-22 school year.

- a. ____ How many open teaching positions did your school post/attempt to fill before the start of the 2021-22 school year?
- b. ____ How many unfilled teaching positions did you have at the start of the 2021-22 school year?

AC_09. [If previous question (b) >0] For each subject area, please indicate the number of unfilled teaching positions you had at the start of the 2021-22 school year.

- a. Early Childhood
- 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_10. 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 applicants to choose a qualified candidate for open teaching positions at my school.	1	2	3	4	5

AC_11. 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_12. [If AC_10d = 1, 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_13. [If AC_10d >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_14. [If AC_10d =6] You responded that challenges in recruiting racially/ethnically diverse teachers to your school are “not applicable”. Please describe why you responded N/A.

AC_15. [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_16. [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_17. We are curious about your priorities for how resources should be allocated in Tennessee schools. Suppose your school district received an additional \$1,000 per student. You have to divide this \$1,000 per student up into different spending categories. How would you divide it? Please insert a dollar amount into each of the following options, making sure that the total amount adds up to \$1,000. [Randomize]

- a. ____ Teacher salaries
- b. ____ More teaching positions/smaller class sizes
- c. ____ Teacher professional learning
- d. ____ Curricular materials
- e. ____ Basic classroom supplies (e.g., paper, manipulatives)
- f. ____ Student tutoring
- g. ____ Student socioemotional support/mental health resources
- h. ____ School facilities
- i. ____ More paraprofessional positions
- j. ____ More certified support positions (Counselor, Psychologists)
- k. ____ Student technology resources (e.g., laptops)

AC_18 to AC_22 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_18. 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_19. In what fields or areas did you work? (List more than one if applicable.) [Open-ended]

AC_20. 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_21. 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_22. 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_23. What do you anticipate will be your role in the next academic year (i.e., in 2022-23)? (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_24. (If AC_23=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_25. (If AC_23 = 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_26. (If AC_23 = b or c) Why are you moving to a different school for next year? [Open-ended]

AC_27. (If AC_23 = d) Why are you leaving school administration next year? [Open-ended]

AC_28. (If AC_23 = f or g) Why are you leaving Tennessee schools next year? [Open-ended]

AC_29. (If AC_23 = h) What factors drove your decision to retire this year? [Open-ended]

AC_30. 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 makes 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_31. 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_32 to AC_36.

AC_32. 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_33. 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. Improves my capacity to support high quality Pre-K in my school	1	2	3	4	5

AC_34. 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_35. 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_36. 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 these questions.

AC_37. What percentage of your school’s students have been 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 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 issues related to COVID-19 and your students was a concern during the 2021-22 school year. Then, in the far right column, please check the issue from the list that was the BIGGEST CONCERN you had this year.

	AC_38. Rate your level of concern for each issue				AC_39. Your Biggest Concern
	Not a Concern	A Minor Concern	A Moderate Concern	A Major Concern	
a. Students missing instructional time	1	2	3	4	<input type="checkbox"/>
b. Student grief and trauma related to COVID-19	1	2	3	4	<input type="checkbox"/>
c. Maintaining and building relationships with students	1	2	3	4	<input type="checkbox"/>
d. Students missing crucial services/supports (free/reduced meals, counseling, etc.)	1	2	3	4	<input type="checkbox"/>

e. Adapting to staff and student quarantines	1	2	3	4	<input type="checkbox"/>
f. The long-term economic impacts for myself and my students	1	2	3	4	<input type="checkbox"/>