

Q11. *Overall, how long have you been working as an administrator (in any administrative role)? (Select one option)

- a. This is my first year
- b. This is my second year
- c. This is my third year
- d. More than three years

Q12. *AT YOUR CURRENT SCHOOL, how long have you been working as an administrator (in any administrative role)? (Select one option)

- a. This is my first year
- b. This is my second year
- c. This is my third year
- d. More than three years

Q13. *Which grade levels are taught in your school? Select any grade span that overlaps with a grade or grades in your school. (Select all that apply)

- 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_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 |

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 |
| f. Spending in this district is aligned to student needs. (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/operations (e.g., scheduling, budgeting)
- b. ___ Personnel matters (e.g., hiring)
- c. ___ Tasks related to teacher evaluation (e.g., formal observations, post-conferences)
- d. ___ Supporting teacher instruction (e.g., walk-throughs, data meetings, informal teacher coaching)
- e. ___ Student discipline
- f. ___ Other meetings (e.g., IEP meetings) or supervision (e.g., lunch, extracurricular events)
- g. ___ Parent and community interactions (e.g., parent conferences, meetings)
- h. ___ Interacting with district leaders/central office
- i. ___ Other

AC_05. What are the categories below that you feel you are least effective/need more support? (Select up to two)

- a. ___ General school management/operations (e.g., scheduling, budgeting)
- b. ___ Tasks related to teacher evaluation (e.g., formal observations, post-conferences)
- c. ___ Supporting teacher instruction (e.g., walk-throughs, data meetings, informal teacher coaching)___
- d. ___ Personnel matters (e.g., hiring)
- e. ___ Student discipline
- f. ___ Other meetings (e.g., IEP meetings) or supervision (e.g., lunch, extracurricular events)
- g. ___ Parent and community interactions (e.g., parent conferences, meetings)
- h. ___ Interacting with district leaders/central office
- i. ___ Other

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 sufficient opportunities to share ideas with other administrators in my district. (Select one option) | 1 | 2 | 3 | 4 |
| b. I have sufficient opportunities to share ideas with other administrators outside of my district. (Select one option) | 1 | 2 | 3 | 4 |

| | | | | |
|---------------------------------------------------------------------------------------------------------------------|---|---|---|---|
| c. I receive meaningful feedback from other administrators on my specific problems of practice. (Select one option) | 1 | 2 | 3 | 4 |
|---------------------------------------------------------------------------------------------------------------------|---|---|---|---|

AC_07. Think about your hiring needs during this 2024-25 school year.

- a. ____ How many open teaching positions did your school post/attempt to fill before the start of the 2024-25 school year?
- b. ____ How many unfilled teaching positions did you have at the start of the 2024-25 school year?

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 | Not Applicable |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------|-------|----------------|----------------|
| a. We have a sufficiently large pool of licensed applicants to choose a qualified candidate for open teaching positions at my school. (Select one option) | 1 | 2 | 3 | 4 | 5 |

AC_09. [Open Ended] Have you implemented or are you planning to implement any innovative staffing models in your school or district? Please describe.

AC_10. How often are you involved in the following ways with hiring teachers for your school?

| | Never | Sometimes | Often | Always or nearly always |
|-----------------------------------------------------------------------------------------------------|-------|-----------|-------|-------------------------|
| a. Recruiting teachers to apply | 1 | 2 | 3 | 4 |
| b. Reviewing applications | 1 | 2 | 3 | 4 |
| c. Interviewing applicants | 1 | 2 | 3 | 4 |
| d. Making final decisions about who to hire (or who should be recommended to the district for hire) | 1 | 2 | 3 | 4 |

The next five questions are asked if AC_10a = 2, 3, or 4.

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 (Select one option) | 1 | 2 | 3 | 4 | 5 | 6 |
| b. Teachers with necessary qualifications for my school's vacancies (Select one option) | 1 | 2 | 3 | 4 | 5 | 6 |
| c. Teachers who I think will stay in my school (Select one option) | 1 | 2 | 3 | 4 | 5 | 6 |
| d. Racially/ethnically diverse teachers (Select one option) | 1 | 2 | 3 | 4 | 5 | 6 |

AC_12. Which of the following strategies are being used by your district to recruit [randomly fill in with either "racially/ethnically diverse" or "instructionally effective"] teachers for your school?

| | No | Yes | I Don't Know |
|-------------------------------------------------------------------------------------------------------------------|----|-----|--------------|
| a. Hosting job fairs | 1 | 2 | 3 |
| b. Attending job fairs hosted by organizations other than my district (e.g., a university) | 1 | 2 | 3 |
| c. Formally partnering with education preparation providers (e.g., at a nearby university) | 1 | 2 | 3 |
| d. Reaching out to education preparation providers to connect to potential applicants | 1 | 2 | 3 |
| e. Partnering with other organizations. Please list organizations: _____ | 1 | 2 | 3 |
| f. Posting jobs on third party websites (ex. Indeed) | 1 | 2 | 3 |
| g. Posting or promoting jobs on social media | 1 | 2 | 3 |
| h. Recruitment bonuses or other monetary incentives | 1 | 2 | 3 |
| i. Running or participating in a Grow Your Own program | 1 | 2 | 3 |
| j. Encouraging or supporting current classified employees to become teachers | 1 | 2 | 3 |
| k. Encouraging or supporting current students to become teachers (e.g., through Teaching as a Profession courses) | 1 | 2 | 3 |
| l. Other (please describe): _____ | 1 | 2 | 3 |

AC_13. [Open Ended] You selected "Yes" to "Partnering with other organizations". Please list the organizations you partner with in the space below.

AC_14. [Open Ended] You selected "Yes" to "Other". Please describe the other strategies your district uses in the space below.

AC_15. Which of the following strategies do you specifically engage in to help recruit [randomly fill in with either "racially/ethnically diverse" or "instructionally effective"] teachers for your school? (Select all that apply)

- Leveraging your teachers' personal or professional networks
- Leveraging your own personal or professional networks
- Attending job fairs
- Reaching out personally to education preparation providers to connect to potential applicants
- Recruiting from among my school's student-teachers
- Recruiting teachers from "non-traditional" pathways (e.g., job-embedded pathways, residencies)
- Recruiting teachers with emergency credentials (i.e., permits)
- Encouraging or supporting current classified employees to become teachers
- Posting or promoting jobs on social media
- Other (please describe): _____
- None of these

All administrators receive the following.

AC_16. Approximately what percentage of your student body has been enrolled in high-dosage, low-ratio tutoring at some point during this school year?

AC_17. [If AC_16 >0%] 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_18. [If AC_16 >0%] 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_19. [If AC_16 >0%] Which option below best captures the context of your school's tutoring? (Select one option)

- a. All of our tutoring is in person and will continue to be in person.
- b. All of our tutoring is in person but we are considering expanding into virtual tutoring
- c. Some of our tutoring is currently virtual.
- d. Other (Please specify): _____

AC_20. Please indicate the extent to which teacher evaluation results from teacher evaluation ratings as a whole in your school are used for the following purposes.

| | Not at All | To a Small Extent | To a Moderate Extent | To a Large Extent | I Don't Know |
|-----------------------------------------------------------------------------------------------------|------------|-------------------|----------------------|-------------------|--------------|
| a. To identify areas in which teachers need professional development (Select one option) | 1 | 2 | 3 | 4 | 5 |
| b. To assign teachers to classes/students (Select one option) | 1 | 2 | 3 | 4 | 5 |
| c. Setting goals with teachers for student achievement growth for the next year (Select one option) | 1 | 2 | 3 | 4 | 5 |

| | | | | | |
|--------------------------------------------------------------------------------------------|---|---|---|---|---|
| d. To determine whether teachers receive a promotion to a higher level (Select one option) | 1 | 2 | 3 | 4 | 5 |
|--------------------------------------------------------------------------------------------|---|---|---|---|---|

AC_21. Please select one item from the list below that you feel would be most useful to support your implementation of teacher observations. [RANDOMIZE] (Select one option)

- a. Additional online training and examples regarding effective observation
- b. Opportunities that provide coaching support during observations and pre/post conferences
- c. Providing a district-wide observer that conducts some of the observation cycles for my teachers
- d. More flexibility on observation policies and procedures
- e. Other: (Please specify)

AC_22. [Given to administrators with =<3 years experience] Think about your administration preparation program. To what extent was TEAM or another Tennessee-approved observation system embedded within your program? (Select one option)

- a. The observation system was not covered within my preparation program.
- b. There was some cursory discussion/coverage of the observation system.
- c. There was a moderate amount of discussion/coverage of the observation system.
- d. There was a significant amount of discussion/coverage of the observation system.

AC_23. Have you used the following AI tools in your professional role within the past year? (Select all that apply)

- a. Voice assistants (e.g. Siri, Alexa)
- b. Adaptive Learning Software
- c. Chatbots (e.g. ChatGPT)
- d. Text to Image Processors (e.g. DALL-E, MidJourney)
- e. Automated Essay Scoring
- f. Plagiarism detection software (e.g. TurnItIn)

AC_24. What do you use AI for within your professional role? (Select all that apply)

- a. To manage professional development
- b. To manage student records
- c. To analyze and interpret student data
- d. To write emails or other communications
- e. I do not use AI within my professional role
- f. Other: _____

AC_25. Do you actively encourage your teachers to incorporate financial literacy into their classes? (Select one option)

- a. No
- b. Yes

AC_26. [Open Ended] Please describe how educators in your school are actively integrating financial literacy into instruction at your school. Please specify the grade level(s) and provide a brief description of the lessons or programs. What additional supports or resources do you believe would enhance financial literacy education within your school?

AC_27 to AC_31 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_27. 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_28. In what fields or areas did you work? (List more than one if applicable.) [Open-ended]

AC_29. 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_30. 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_31. 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_32. 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. Aggregated responses to questions within this matrix will not be shared publicly.

| | 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 safety/security personnel 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. (Select one option) | 1 | 2 | 3 | 4 |

AC_33. What do you anticipate will be your role in the next academic year (i.e., in 2025-26)? (Select one option)

- Still working as an administrator in this school
- Still working as an administrator, but at another school in this district
- Still working as an administrator, but at a school in another district in Tennessee
- Still working in a Tennessee public school, but not as an administrator
- Still working in Tennessee schools, but in a central or district administrative or leadership role
- Still working in K-12 education, but not in Tennessee public schools
- Working at a job outside of K-12 education
- Retired
- 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)

- Mostly my decision
- Mostly the decision of my district's leadership
- 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?

- _____ An administrator in your current school
- _____ An administrator in any school in your district (including your current school)
- _____ An administrator in any school in Tennessee (including your current school)

AC_42. In the last year, how often have you engaged in the following activities?

| | Never | Once or Twice | Monthly | Weekly | Daily |
|-----------------------------------------------------------------------------------------------------------------------|-------|---------------|---------|--------|-------|
| a. Analyzed data on the mental health needs of students in your school (Select one option) | 1 | 2 | 3 | 4 | 5 |
| b. Communicated with parents/guardians about the mental health services available in your school. (Select one option) | 1 | 2 | 3 | 4 | 5 |
| c. Managed partnerships with community-based mental health providers (Select one option) | 1 | 2 | 3 | 4 | 5 |
| d. Coordinated teacher professional development related to mental health (Select one option) | 1 | 2 | 3 | 4 | 5 |
| e. Communicated with district staff about mental health services (Select one option) | 1 | 2 | 3 | 4 | 5 |

| | | | | | |
|--------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| f. Supported an application for funding to add or improve your school's mental health services (Select one option) | 1 | 2 | 3 | 4 | 5 |
| g. During teacher coaching, discussed strategies for supporting students' mental health (Select one option) | 1 | 2 | 3 | 4 | 5 |
| h. Supported a student in emotional crisis (Select one option) | 1 | 2 | 3 | 4 | 5 |

AC_43. 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 (Select one option) | 1 | 2 | 3 |
| b. Inadequate access to licensed mental health professionals (Select one option) | 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 (Select one option) | 1 | 2 | 3 |
| d. Potential legal issues for the school or district (Select one option) | 1 | 2 | 3 |
| e. Lack of community support for providing mental health services to students in your school (Select one option) | 1 | 2 | 3 |
| f. Concerns about reactions from parents (Select one option) | 1 | 2 | 3 |
| g. Reluctance to label students with mental health disorders to avoid stigmatizing the child (Select one option) | 1 | 2 | 3 |
| h. Conflicts between the scheduling of mental health services and academic instruction (Select one option) | 1 | 2 | 3 |

AC_44. Does your school or district have a cell phone policy for students in place? (Select one option)

- a. No
- b. Yes

AC_45. When and where are students in your school or district permitted to use cell phones at school? (Please select all that apply.) [RANDOMIZE]

- a. Breaks (breakfasts, morning break, lunch break, etc.)
- b. In between class periods
- c. In the classroom, if the teacher allows it
- d. In the classroom, regardless of whether or not the teacher allows it
- e. During extracurricular activities
- f. During free periods or study halls
- g. Other (please specify):

Admins with a Pre-K grade in their building takes AC_46 to AC_50.

AC_46. How confident do you feel in explaining the Pre-K standards (Tennessee Early Learning Development Standards) to your staff? (Select one option)

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

AC_47. 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 (Select one option) | 1 | 2 | 3 | 4 | 5 |
| b. Improve my capacity to support high quality Pre-K in my school (Select one option) | 1 | 2 | 3 | 4 | 5 |

AC_48. 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_49. **[Open Ended]** What tool are you using for your non-evaluative observational data within Pre K classrooms and how are you using the data that is being collected?

AC_50. 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, all Assistant Principals take the AP Branch and all Principals take the Principal Branch. There are no Admin Modules in 2025. After the assigned branch, all admins take the last page.