

# Wallace PSI

## Principal Survey

# Welcome to the Wallace PSI Principal Survey

Sponsored by

The Wallace Foundation

This survey is designed to find out more about how districts are implementing the Wallace Foundation's Principal Supervisor Initiative and its effects on principals.

To begin the survey, enter your User Name and Password in the fields below and click the "Continue" button. Please refer to the email or letter you received to find your User Name and Password. If you do not have your User Name and Password, please contact the study team at [REDACTED] or email [REDACTED]

[REDACTED].

User Name:

Password:

**Continue**

[Wallace Foundation logo]

.....  
Link: Frequently Asked Questions (FAQ)

Quit

Thank you for participating in the Principal Survey for the Study of the Principal Supervisor Initiative that Mathematica Policy Research is conducting for the Wallace Foundation. Your participation in this survey is completely voluntary. You can decide not to participate or to discontinue your participation at any time. All information you provide will be treated as strictly private to the full extent allowed by law. Your responses will be known only to the research team and will not be shared with other staff in your district or the Wallace Foundation. Data gathered from the survey will be reported in aggregate form only, and will not identify you or your school. Survey results will not be used to evaluate you or your district. This survey will ask you questions about your work as a school principal and your experience with your principal supervisor. The survey will take 30 minutes to complete.

Please check the box to indicate you have read and understand the above statement, and agree to complete the survey.

Check this box and click Continue to begin the survey

SECTION A. INFORMATION ABOUT CURRENT POSITION

ALL

**A1. Are you currently a school principal in the [DISTRICT] school district for the 2017-18 school year?** (If you are currently an assistant principal, please select “No.”)

- Yes.....1 GO TO A2
- No .....0 GO TO END 1
- NO RESPONSE.....M

**HARD CHECK: IF A1=NO RESPONSE; Insert Hard check statement/question: An answer to this question is required to complete the survey.**

A1=1

**A2. Please indicate the type of school in which you are currently a principal.**

Select all that apply.

- Elementary School ..... 1
- Middle School ..... 2
- K-8 School ..... 3
- High School ..... 4
- Other school type, e.g. turnaround school (please specify) ..... 5

Specify  (STRING 250)

NO RESPONSE.....M

A1=1

**A3. How many years have you served as a principal in....**

PROGRAMMER: RANGES FOR GRID ARE BELOW

	Years	
a. <i>your current school?</i> (Please round up to the nearest whole number and include the current school year.)	<input type="text"/>	RANGE 1-40
b. <i>any school in this district</i> (including this school)?	<input type="text"/>	RANGE 0-40
c. <i>any district</i> (including this district)?	<input type="text"/>	RANGE 0-40

ALL

**A4. How many years has your current principal supervisor supervised you in your role as a principal? Please round up to the nearest whole number and include the current school year.**

YEARS

(RANGE 1-40)

SECTION B. TIME SPENT WORKING WITH YOUR PRINCIPAL SUPERVISOR

ALL

The following questions ask about your work with your principal supervisor over the past three months. Please limit your answers to your experience within this time frame.

**B1.** Over the past three months, how many times have you met with your principal supervisor in the following settings, and how much time do you spend with him or her in a typical meeting in each of these settings?

If you haven't met with your principal supervisor in the listed setting, please enter "0."

	HOW MANY TIMES OVER PAST THREE MONTHS (RANGE 0 – 60)	HOW MUCH TIME IN EACH MEETING (IN MINUTES) (RANGE 1 – 480)
a. In your school?	<input type="text"/>	<input type="text"/>
b. At district meetings?	<input type="text"/>	<input type="text"/>
c. In network or group meetings with other principals?	<input type="text"/>	<input type="text"/>
d. In district-wide professional development sessions?	<input type="text"/>	<input type="text"/>
e. Other (SPECIFY)	<input type="text"/>	<input type="text"/>

(STRING 100)

SOFT CHECK: IF column A equals 0 for (B1a-B1e), go to next question (B1b-B2)

ALL

The following questions ask about the different supports you receive from your supervisor. In responding to these items, please only report about your ONE-ON-ONE work during the last three months with your supervisor.

**B2.** How often would you say you are in contact with your supervisor not including in-person visits or meetings (for example, via phone, text message, or individual email)?

Select only one.

- More than once per day..... 1
- Once per day ..... 2
- 2-3 times per week ..... 3
- Once per week ..... 4
- About once every two weeks..... 5
- Once a month ..... 6
- Less than once a month ..... 7
- NO RESPONSE M

ALL

**B3. Over the past three months, what proportion of the total time you spent working with your principal supervisor did you spend on each of the following? The total must equal 100 percent. If you did not spend any time on a particular activity with your principal supervisor, please enter 0.**

PROGRAMMER: RANGE FOR GRID IS 0-100

	PERCENTAGE
a. Instructional leadership	<input type="text"/>
b. Operational issues	<input type="text"/>
c. Parent/community issues	<input type="text"/>
d. Human resources issues	<input type="text"/>
e. Other (SPECIFY):	<input type="text"/>
<input type="text"/>	(STRING 100)

TOTAL MUST EQUAL 100%

100%  
DISPLAY  
RUNNING TOTAL

SOFT CHECK: IF B3a+B3b+B3c+B3d+B3e NE 100; **Your answers must equal 100% of time.**

ALL

**B4. Over the past three months, thinking about all the time you spent working with your principal supervisor, how often would you say each of the following were true?**

PROGRAMMER: CODE ONE PER ROW

*Select one per row*

	NEVER	RARELY	SOMETIMES	USUALLY	ALWAYS
a. My principal supervisor used a specific coaching approach or model with me.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
b. My principal supervisor helped me analyze data to make school decisions.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
c. My principal supervisor used data to set goals for his or her work with me.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
d. My principal supervisor helped me align the school's budget with school priorities.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
e. My principal supervisor worked with me to assess my teachers' effectiveness.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
f. My principal supervisor provided me with actionable feedback.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
g. My principal supervisor visited classrooms with me.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
h. My principal supervisors supported me with hiring teachers or other school staff.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>

YOUR PRINCIPAL SUPERVISOR'S VISITS TO YOUR SCHOOL

B1a>0

**B5. Over the past three months, when your principal supervisor visited your school, how often were each of the following true?**

*Select one per row*

	NEVER	RARELY	SOMETIMES	USUALLY	ALWAYS
a. I was informed in advance of my principal supervisor's visits to my school.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
b. My principal supervisor and I jointly decided on goals for visits to my school.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
c. My principal supervisor developed a specific agenda in advance of visits to my school.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
d. My principal supervisor communicated the goals for our work during the visit.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
e. When my principal supervisor visited my school we worked on whatever I was doing at the time of the visit.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
f. My principal supervisor modeled effective teaching practices.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
g. My principal supervisor modeled effective feedback and coaching.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
h. My principal supervisor role-played practices he or she hoped to see in my school.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
i. My principal supervisor worked directly with teachers in my school.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
j. My principal supervisor worked directly with assistant principals, coaches, or other school leaders in my school.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
k. My principal supervisor used a system for monitoring my growth and change from one visit to the next.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
l. My principal supervisor documented what we discussed during a school visit.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>



PRINCIPAL SUPERVISOR EFFECTIVENESS

ALL

**B6. Thinking about the past three months, to what extent do you agree or disagree with each of the following statements**

**PROGRAMMER: CODE ONE PER ROW**

*Select one per row*

	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE
a. My principal supervisor does not visit my school as often as I need him or her to visit.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
b. My principal supervisor is unable to give me the help that I need.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
c. My principal supervisor has the expertise to help me in the areas that are most important to my work.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
d. My principal supervisor helped me connect with other principals to form a learning community.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
e. There are areas where I would like more support or assistance from my principal supervisor than I currently receive.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
f. My principal supervisor supervises too many principals to provide me with enough support.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
g. I do not need as much assistance from my principal supervisor as some other principals.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
h. My principal supervisor gets in the way of my work.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>

ALL

**B7. Has your principal supervisor organized any network meetings or professional learning community meetings in the past three months?**

- Yes.....1
- No .....0
- NO RESPONSE .....M

B7 = 1

**B8. To what extent do you agree or disagree that these network or professional learning community meetings were helpful?**

*Select only one.*

- Not at all useful ..... 1
- Not very useful ..... 2
- Somewhat useful ..... 3
- Very useful ..... 4
- NO RESPONSE ..... M

ALL

**B9. Has your principal supervisor arranged for you to participate in professional development opportunities other than network of professional learning community meetings in the past three months?**

- Yes ..... 1
- No ..... 0
- NO RESPONSE ..... M

B9 = 1

**B10. To what extent do you agree or disagree that these opportunities for professional development were useful?**

*Select only one.*

- Not at all useful ..... 1
- Not very useful ..... 2
- Somewhat useful ..... 3
- Very useful ..... 4
- NO RESPONSE ..... M

ALL

**B11. Thinking about the past three months, to what extent do you agree or disagree that your principal supervisor is your main contact for support on the following?**

*Select one per row*

	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE
a. District policies	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
b. Student behavior issues	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
c. Instructional quality	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
d. Personnel issues	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
e. Building maintenance issues	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
f. Parent engagement	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
g. Curriculum issues	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
h. Budgeting issues	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
i. Class scheduling issues	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
j. Parent complaints	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>

ALL

**B12. How effective would you say your principal supervisor is at each of the following?**

PROGRAMMER: CODE ONE PER ROW

*Select one per row*

	NOT AT ALL EFFECTIVE	NOT VERY EFFECTIVE	SOMEWHAT EFFECTIVE	EFFECTIVE	VERY EFFECTIVE
a. Helping me assess my strengths and weaknesses	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
b. Holding me accountable for taking specific steps or actions after working with me	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
c. Assisting me with setting goals	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
d. Ensuring I am implementing district policies or priorities	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
e. Making sure I respond to central office requests	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
f. Holding me accountable for my evaluation results	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
g. Providing me with actionable feedback	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
h. Monitoring my development	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
i. Advocating for my needs as a principal with district leadership	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>

**How effective would you say your principal supervisor is at each of the following?**

PROGRAMMER: CODE ONE PER ROW

*Select one per row*

	NOT AT ALL EFFECTIVE	NOT VERY EFFECTIVE	SOMEWHAT EFFECTIVE	EFFECTIVE	VERY EFFECTIVE
j. Buffering me from outside interference	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
k. Connecting me with other central office personnel when needed	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
l. Garnering resources for me	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
m. Linking me to district or external expertise when needed	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
n. Helping me improve my teachers' instruction	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
o. Helping me build my skills to coach teachers	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
p. Helping me focus my time on instruction and teaching	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
q. Helping me identify high quality instruction	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
r. Improving the quality of feedback I give my teachers	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
s. Helping me develop professional development plans for teachers	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
t. Helping me use and understand my school's data	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
u. Creating a professional learning community for me and other principals	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
v. Helping me raise student achievement in my school	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
w. Helping me improve my overall effectiveness as a school principal	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
x. Encouraging me	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
y. Being a cheerleader for me	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
z. Helping me improve my work-life balance	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
aa. Developing a trusting relationship with me	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
ab. Supporting me during difficult situations	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
ac. Addressing parent or community member concerns	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
ad. Assisting me with school budgeting	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
ae. Assisting me with school facilities issues	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
af. Helping me meet the needs of diverse learners	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
ag. Helping me implement challenging curricula and assessments	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
ah. Conducting difficult conversations with me	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>

ALL

**B13. To what extent do you agree or disagree with each of the following statements?**

PROGRAMMER: CODE ONE PER ROW

*Select one per row*

	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE
a. My principal supervisor has the skills to be effective in his or her role.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
b. My principal supervisor provides me with the support I need.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
c. My principal supervisor motivates me to create positive change in my school.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
d. I trust my principal supervisor.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>

ALL

**B14. To what extent do you agree or disagree with each of the following items?**

**My principal supervisor is able to . . .**

PROGRAMMER: CODE ONE PER ROW

*Select one per row*

	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE
a. Handle the time demands of the job.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
b. Prioritize among the competing demands of the job.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
c. Cope with the stress of the job.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
d. Motivate me.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
e. Generate enthusiasm for a shared vision among me and my staff.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
f. Help facilitate change in my school.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
g. Help facilitate a positive learning environment in my school.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
h. Work effectively with other leaders in my school (for example, assistant principals).	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>

B1a>0

**B15. How much emphasis does your supervisor place on each of the following practices when working one-on-one with you during school visits?**

DATA USE

NO EMPHASIS =0  
AND MAXIMUM  
EMPHASIS =10  
(RANGE 0-10)

- |   |                      |
|---|----------------------|
| a. Reminding me to look at my school's data frequently  | <input type="text"/> |
| b. Helping me think through my school's data and what the data say about school needs                                 | <input type="text"/> |
| c. Challenging me to plan specific actions or next steps for my school based on data                                  | <input type="text"/> |
| d. Supporting my ongoing use of data to make continuous adjustments to school practices in pursuit of long-term goals | <input type="text"/> |

CLASSROOM VISITS

- |   |                      |
|---|----------------------|
| e. Reminding me conduct informal classroom visits   | <input type="text"/> |
| f. Helping me fit informal classroom visits into my schedule  | <input type="text"/> |
| g. Helping me focus on specific "look-fors" or instructional indicators when I make informal classroom visits | <input type="text"/> |
| h. Working with me to translate what I see in classroom visits into specific feedback for teachers            | <input type="text"/> |

FEEDBACK

- |  |                      |
|--|----------------------|
| i. Discussing with me the importance of providing timely and frequent feedback to teachers (beyond what is required for formal observations) | <input type="text"/> |
| j. Modeling or role-playing teacher feedback with me   | <input type="text"/> |
| k. Observing me giving feedback to teachers to help me make adjustments or refinements to improve the effectiveness of my feedback           | <input type="text"/> |
| l. Coaching me in having difficult or "courageous" conversations with teachers   | <input type="text"/> |

INSTRUCTION

- |   |                      |
|---|----------------------|
| m. Developing my understanding of effective instructional practice  | <input type="text"/> |
| n. Guiding me in planning a school-wide professional development program that is appropriate for the specific needs of the school                   | <input type="text"/> |
| o. Helping me refine and differentiate professional learning opportunities for teachers according to each teacher's instructional improvement needs | <input type="text"/> |

## YOUR SUPERVISOR'S COACHING APPROACH

p. Providing direct input or suggestions to me about how to improve, serving as the primary driver of discussion and ideas for my improvement.

q. Working with me to solve problems and develop strategies through “thought partnership,” probing questions, and reflection, while also allowing me to be the primary driver of discussion and ideas for my improvement.

SECTION C. PERFORMANCE EVALUATION

ALL

Now please think about your principal supervisor's role in your performance evaluation during the current school year.

**C1. Was your principal supervisor responsible for evaluating your performance?**

- Yes..... 1 GO TO C2
- No ..... 0 GO TO C8
- NO RESPONSE ..... M GO TO C2

C1 = 1, M

**C2. Did your principal supervisor provide you with written feedback based on your performance evaluation?**

- Yes..... 1 GO TO C3
- No ..... 0 GO TO C5
- NO RESPONSE ..... M GO TO C5

C2 = 1

**C3. How many times did you receive written feedback based on your performance evaluation in the 2017-18 school year?**

- 1..... 1
- 2..... 2
- 3..... 3
- 4..... 4
- 5 or more ..... 5
- NO RESPONSE ..... M



C2 = 1

**C4. Thinking about the written feedback you received on your performance evaluation from your principal supervisor, please indicate to what extent you agree or disagree with the following statements.**

PROGRAMMER: CODE ONE PER ROW

*Select one per row*

	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE
a. The written feedback was effective in improving my leadership abilities.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
b. The written feedback provided specific examples and areas for me to work on.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
c. I wish I received more frequent written feedback on my performance evaluation than I currently do.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>

C1 = 1, M

**C5. Did your principal supervisor provide you with oral feedback based on your performance evaluation?**

- Yes..... 1 GO TO C6
- No ..... 0 GO TO C8
- NO RESPONSE ..... M GO TO C6

C5 = 1, M

**C6. How many times did you receive oral feedback based on your performance evaluation in the 2017-18 school year?**

- 1..... 1
- 2..... 2
- 3..... 3
- 4..... 4
- 5 or more ..... 5
- NO RESPONSE ..... M

C5 = 1, M

**C7. Thinking about the oral feedback you received on your evaluation from your principal supervisor, please indicate to what extent you agree or disagree with the following statements.**

PROGRAMMER: CODE ONE PER ROW

*Select one per row*

	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE
a. The oral feedback was effective in improving my leadership abilities.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
b. The oral feedback provided specific examples and areas for me to work on.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
c. I wish I received more frequent oral feedback on my performance evaluation than I currently do.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>

ALL

**C8. Please indicate to what extent you agree or disagree with the following statements, based on your experiences this school year**

PROGRAMMER: CODE ONE PER ROW

*Select one per row*

	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE
a. The principal evaluation system in this district is too cumbersome.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
b. There are too many indicators attached to the principal evaluation system to be useful.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
c. The principal evaluation system in this district aligns with ongoing work I do with my supervisor.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
d. It is unclear how principal evaluation data are used in this district.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
e. The principal evaluation system in this district effectively holds me accountable for improving student achievement.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
f. The principal evaluation system provides actionable feedback to improve my leadership.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
g. The principal evaluation system in this district is consistent with expectations for my role.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
h. The principal evaluation system in this district effectively holds me accountable for retaining high performing teachers.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
i. The principal evaluation system in this district effectively holds me accountable for improving achievement outcomes of English language learners.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
j. The principal evaluation system in this district effectively holds me accountable for improving achievement outcomes of students with special needs.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
k. The principal evaluation system in this district effectively holds me accountable for student attendance.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>

PRINCIPAL SUPERVISOR PIPELINE

ALL

**C9. Does your district have a program in place to identify and prepare aspiring principal supervisors?**

- Yes..... 1 Go to C10
- No ..... 0 Go to C12
- Don't know ..... d Go to C12
- NO RESPONSE ..... M Go to C10

C9 = 1, M

**C10. Are you currently participating or have you participated in your district's aspiring principal supervisor program?**

- Yes..... 1 Go to C11
- No ..... 0 Go to C12
- Don't know ..... d Go to C12
- NO RESPONSE ..... M Go to C11

C10 = 1, M

**C11. Thinking about the training for aspiring principal supervisors you have received, to what extent do you agree or disagree with each of the following statements?**

PROGRAMMER: CODE ONE PER ROW

*Select one per row*

	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE
a. Specifically enhanced my capacity to develop principals' instructional leadership.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
b. Provided opportunities to share specific practices with other aspiring principal supervisors in my district.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
c. Helped me understand district procedures.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
d. Provided opportunities for me to receive feedback on my practice.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
e. Addressed real challenges I would face in the role.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
f. Provided me with actionable tools and/or resources that I could use in the role of principal supervisor.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
g. Was part of a sustained, systematic program for my development.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
h. Allowed me to model practices I learned.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
i. Adequately prepared me to take on the role of principal supervisor in my district.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>

ALL

**C12. Do you know how you would go about applying to become a principal supervisor in your district if you were interested?**

- Yes..... 1
- No ..... 0
- NO RESPONSE ..... M

ALL

**C13. Would you consider becoming a principal supervisor in your district at some point in your career? If you've served as a principal supervisor in the past, please indicate whether or not you would consider serving in that role again in the future.**

- Yes..... 1
- No ..... 0
- Don't know ..... D
- NO RESPONSE ..... M

SECTION D. CENTRAL OFFICE SUPPORT

ALL

**D1. Please indicate to what extent you agree or disagree with the following statements.**

PROGRAMMER: CODE ONE PER ROW

*Select one per row*

	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE
a. I know who to contact in the central office when I need assistance.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
b. Departments in the central office efficiently coordinate school-related work.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
c. The central office efficiently provides the services I require for my school.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
d. Improving teaching and learning in schools is a key focus of the central office's work.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
e. Departments in the central office reach out to me to help me with my needs.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
f. Working with the departments in the central office is difficult because departments do not work together.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
g. I seek help from my principal supervisor because the central office doesn't respond to my requests.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
h. I seek help from my principal supervisor because I do not know who to contact in the central office.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
i. Turnover at the central office interferes with the ability of departments to assist principals and schools.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
j. I lose time focusing on teaching and learning because of requests from the central office.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
k. The central office is organized to support me in my role as principal.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
l. Instructional staff from the central office (for example, curriculum coaches or special education staff) are deployed to my school without my knowledge.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>

SECTION E. INDIVIDUAL CHARACTERISTICS

ALL

**E1. Are you of Hispanic or Latino origin?**

- Yes..... 1
- No ..... 0

ALL

**E2. What is your race?**

*Select all that apply*

- American Indian or Alaska Native ..... 1
- Native Hawaiian or other Pacific Islander..... 2
- Asian..... 3
- Black or African American ..... 4
- White..... 5

ALL

**E3. Are you male or female?**

- Male ..... 1
- Female..... 2

A1=0

**END1. This survey is intended for current principals in your district. Since you have indicated you are not a current principal, you do not need to proceed. Thank you for your time.**

A1 NE 0

**END2. Thank you for taking the time to complete this survey. We appreciate your participation!**