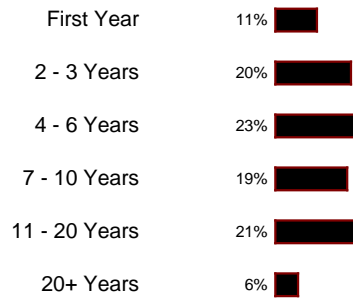


Section 0 : Report Information

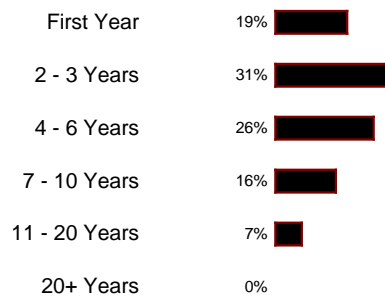
State: Maryland

Section 2 : Demographics

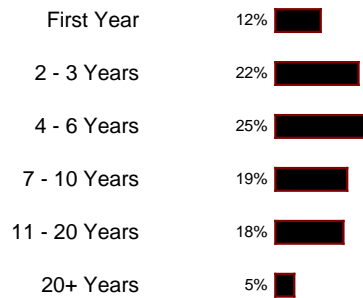
Q1.2a How many total years have you been employed as a principal?



Q1.3a How many total years have you been a principal in the school in which you are currently working?



Q1.4 How many total years have you been a principal in the district in which you are currently working?



Key:  Maryland

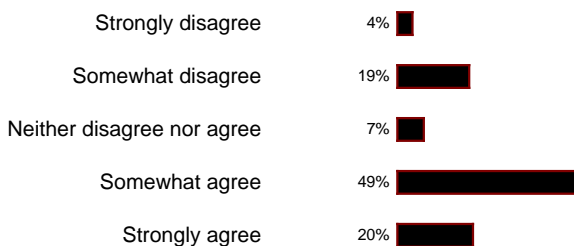
Section 3 : Time

Q2.4 Please rate how strongly you agree or disagree with the following statements about the use of time in your school.

a. Central office has streamlined procedures to minimize principals' time on non-instructional tasks.



b. Principals are provided time to collaborate with other principals and district leaders.



c. Principals are provided time for networking and collaboration outside of the district.

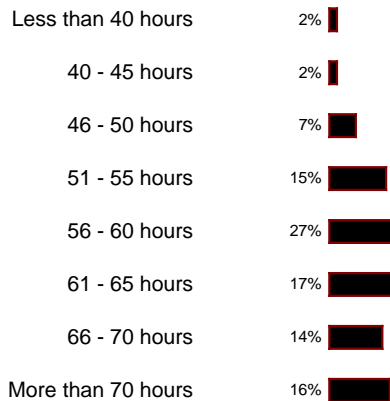


d. Principals have sufficient time to focus on instructional leadership issues (i.e., data analysis, professional development, etc.)



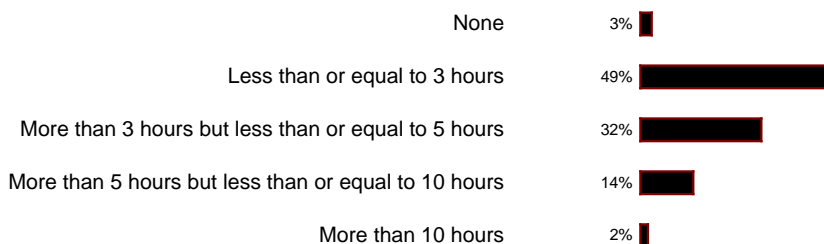
Key:  Maryland

Q2.7 In an average week, how many hours do YOU spend on school-related activities?

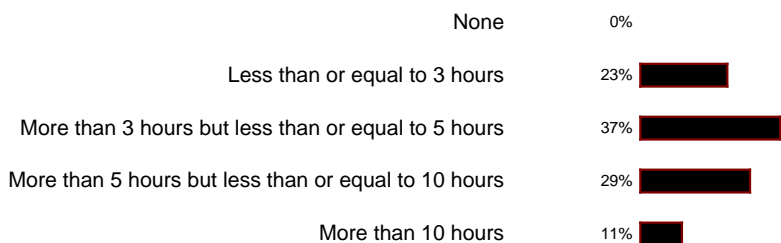


Q2.8 In an average week, how much time do YOU devote to the following activities?

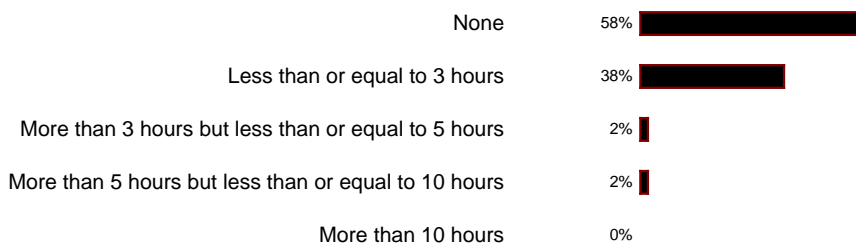
a. Instructional planning with teachers



b. Observing and coaching teachers

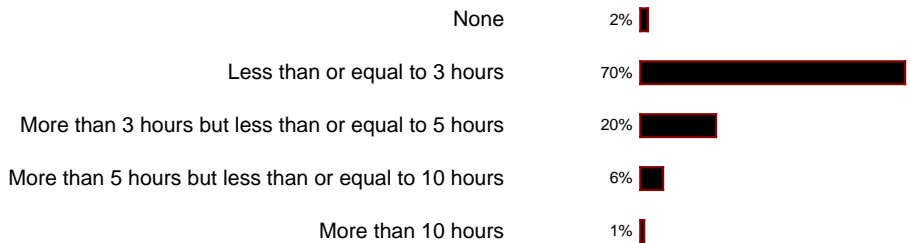


c. Covering classes for certified or non-certified absences on-site

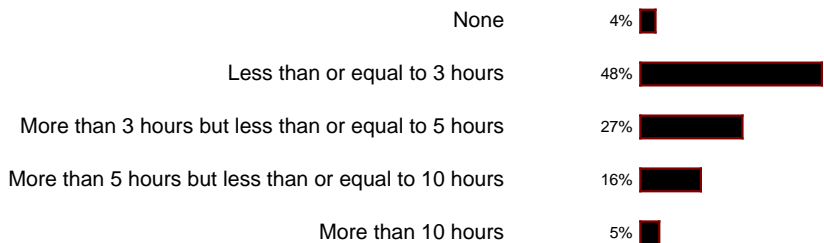


Key:  Maryland

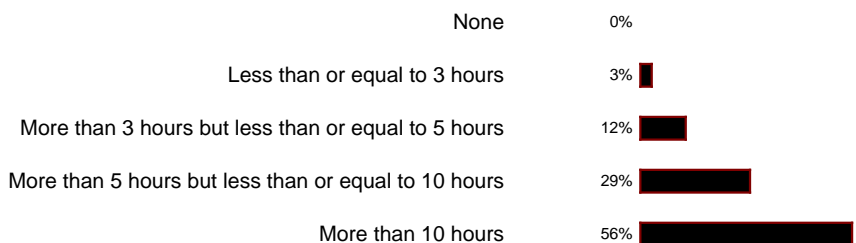
d. Meetings with or sponsored by central office



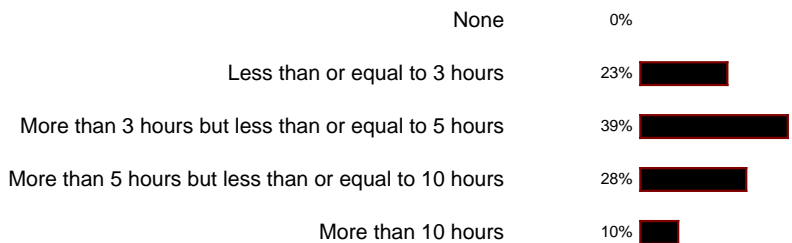
e. Personnel issues



f. Administrative duties

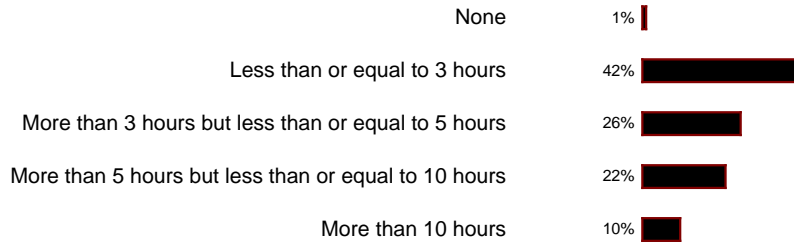


g. Meetings with parents and the community

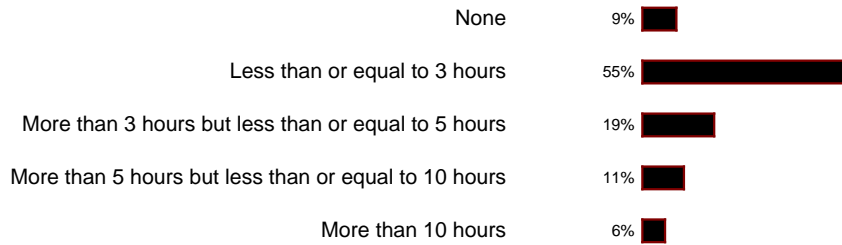


Key:  Maryland

h. Student discipline issues



i. Working directly with students (i.e. teaching, tutoring, etc.)

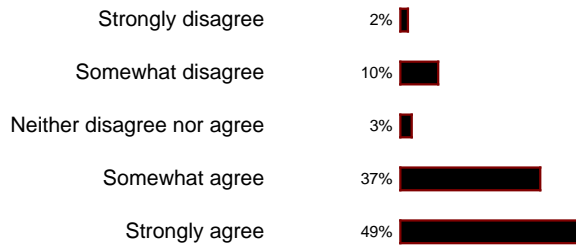


Key:  Maryland

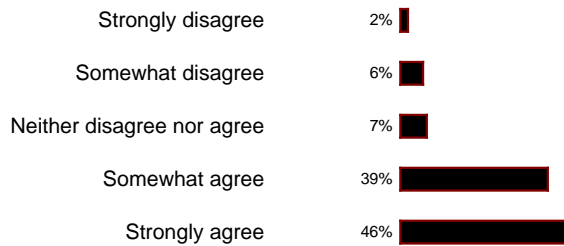
Section 4 : Facilities and Resources

Q3.2 Please rate how strongly you agree or disagree with the following statements about your school facilities and resources.

a. My school has a sufficient number of licensed staff provided by the district to meet the educational needs of our students.



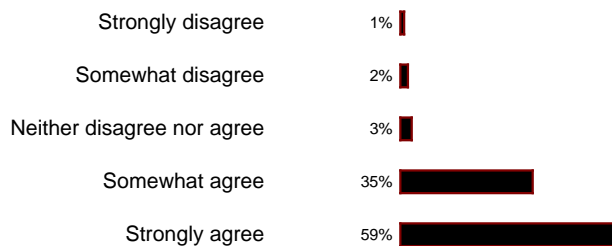
b. My district HR department provides highly qualified applicants for open faculty positions in this school.



c. My school has a sufficient number of non-licensed staff to operate efficiently and effectively.



d. My school is provided sufficient data and information to make informed decisions.



Key:  Maryland

e. My school receives instructional resources commensurate with other schools in the district.



f. My school receives instructional resources commensurate with student needs.

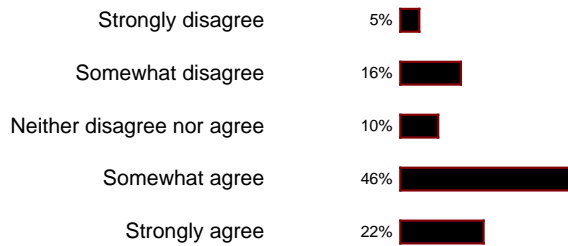


Key:  Maryland

Section 5 : Empowerment

Q6.2 Please rate how strongly you agree or disagree with the following statements about empowerment in your district.

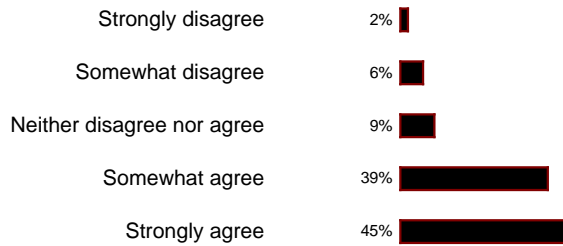
a. Principals are actively involved in district decision making about educational issues.



b. Principals are trusted to make sound professional decisions about instruction in this district.



c. In this district we take steps to solve problems.



d. The district has an effective process for making group decisions and solving problems.



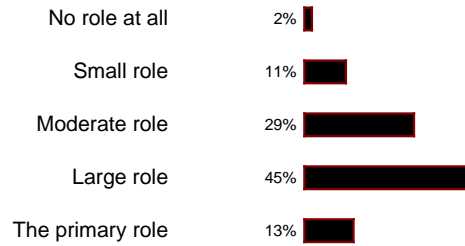
Key:  Maryland

e. The district involves principals in decisions that directly impact the operations of my school.

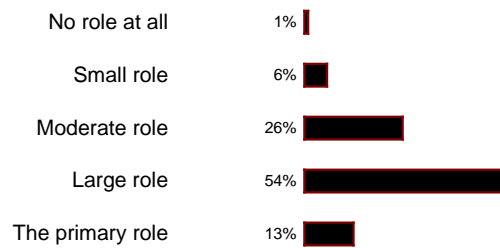


Q6.4 Please indicate how large a role YOU and/or your leadership team have in each of the following areas in your school.

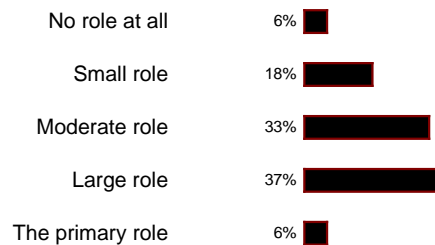
a. Selecting instructional materials and resources



b. Devising teaching techniques

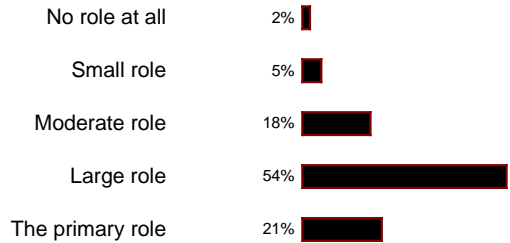


c. Setting grading and student assessment practices

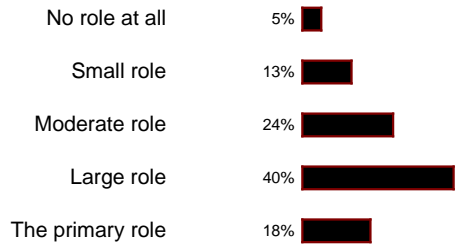


Key:  Maryland

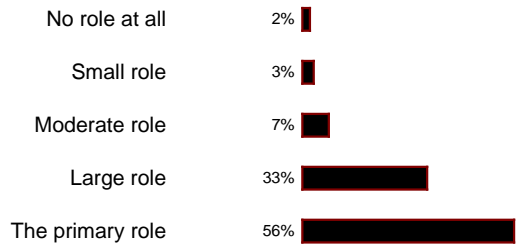
d. Determining the content of in-service professional development programs



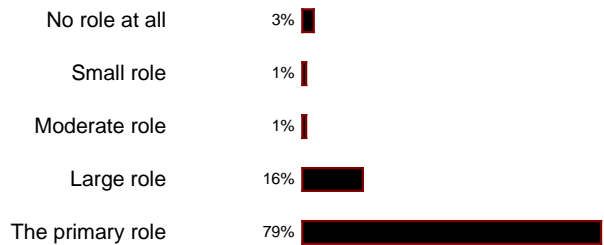
e. Implementing mentoring programs for new teachers



f. Hiring new teachers

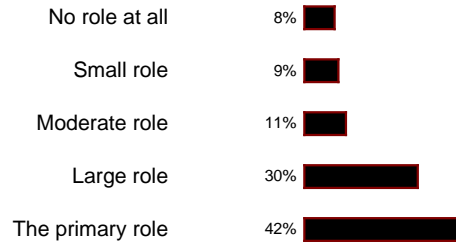


g. Evaluating teachers

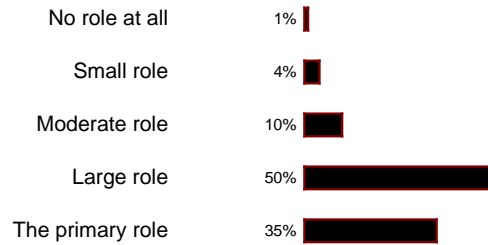


Key:  Maryland

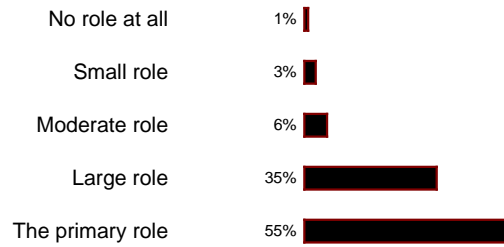
h. Removing teachers/teacher transfer



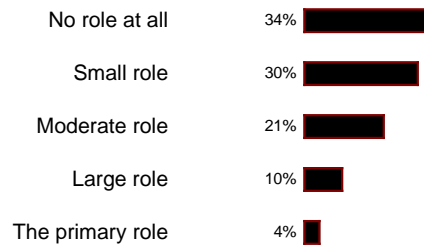
i. Establishing and implementing policies for student discipline



j. Establishing the school schedule

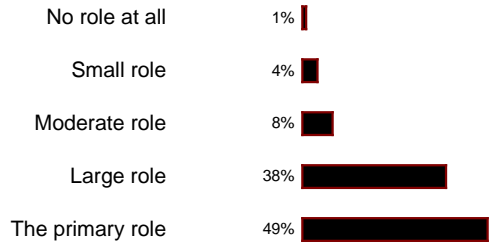


k. Establishing DISTRICT budget priorities

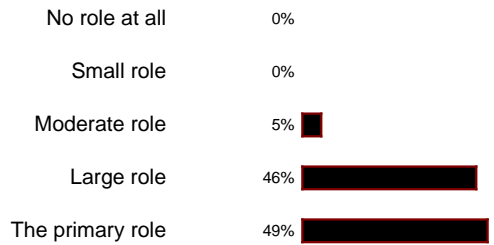


Key:  Maryland

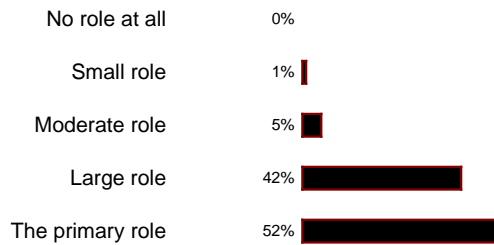
I. Establishing SCHOOL budget priorities



m. School improvement planning



n. Establishing the school mission and vision



Key:  Maryland

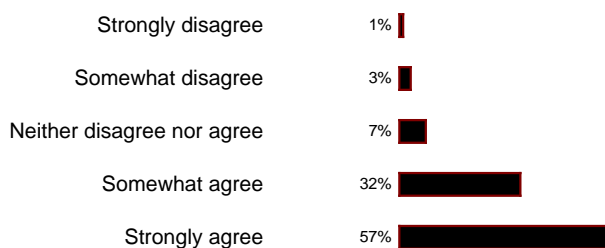
Section 6 : School Leadership

Q7.4 Please rate how strongly you agree or disagree with statements about leadership in your district.

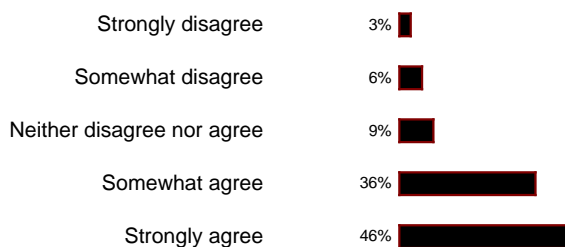
a. Central office supports appropriate school improvement decisions when challenged by parents and the community.



b. The district clearly defines expectations for schools.



c. The district provides constructive feedback to principals toward improving performance.

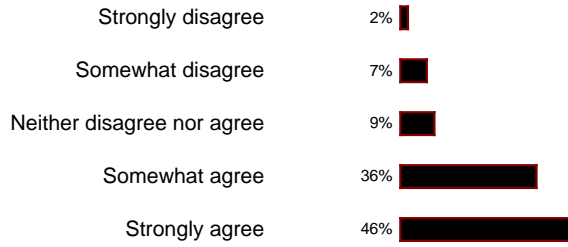


d. There is an atmosphere of trust and mutual respect within this district.

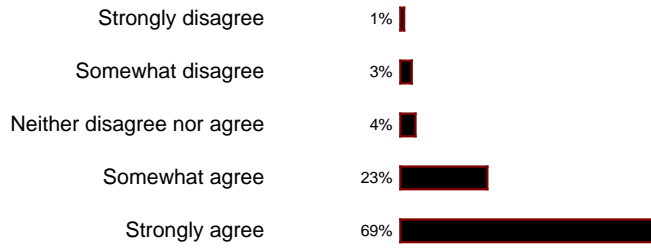


Key:  Maryland

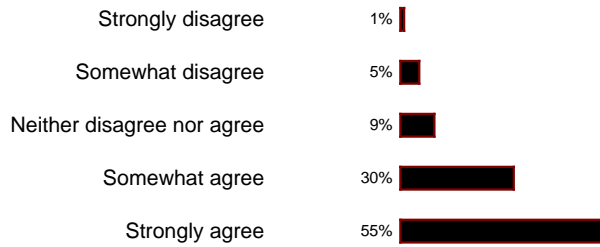
e. Central office provides principals support when they need it.



f. The district has a clearly defined mission and vision for all schools.



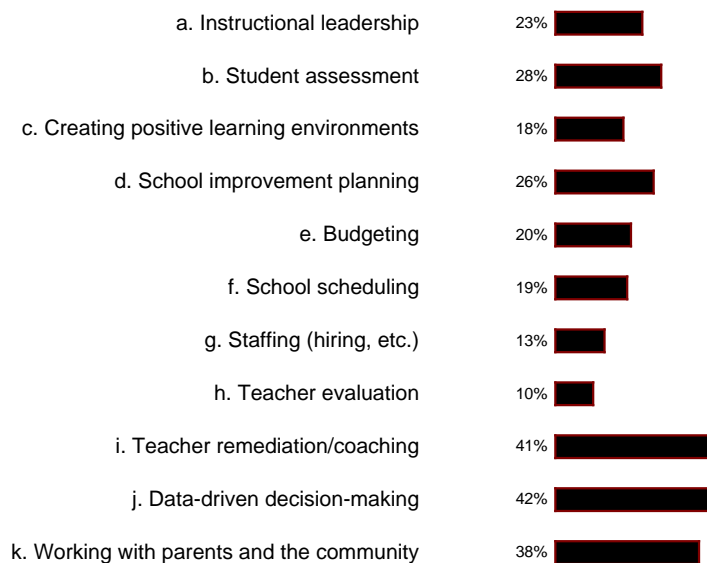
g. The district encourages cooperation among schools.



Key:  Maryland

Section 7 : Professional Development

Q8.4 In which of the following areas (if any) do you need additional support to lead your school more effectively? (Check all that apply.)



Q8.5 Principal professional development is a priority in this district.



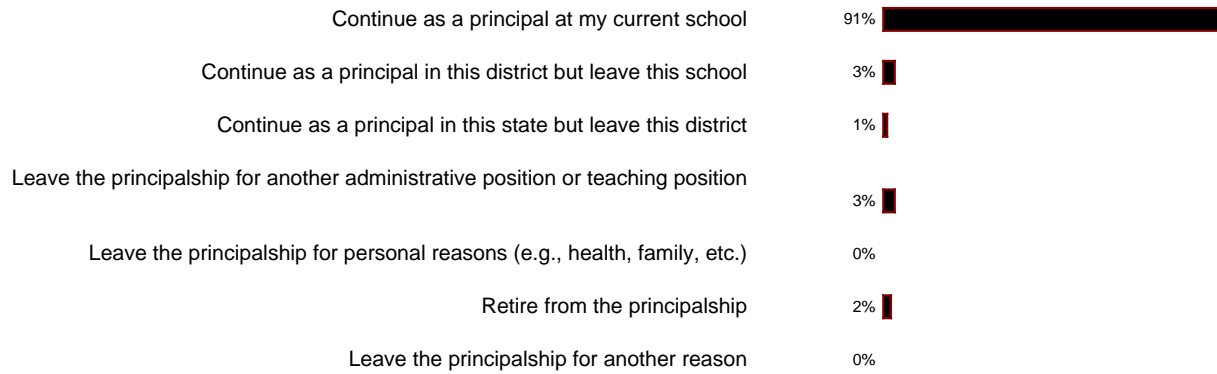
Q8.6 Sufficient resources are available to principals to participate in professional development opportunities.



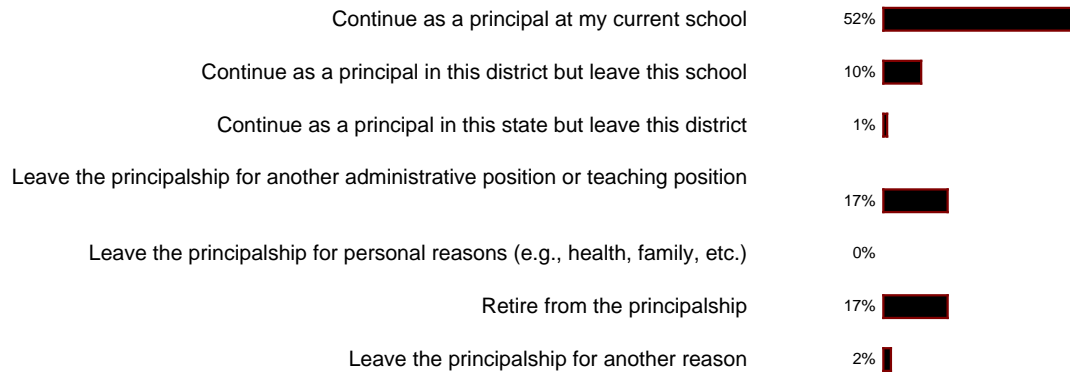
Key: Maryland

Section 8 : Overall

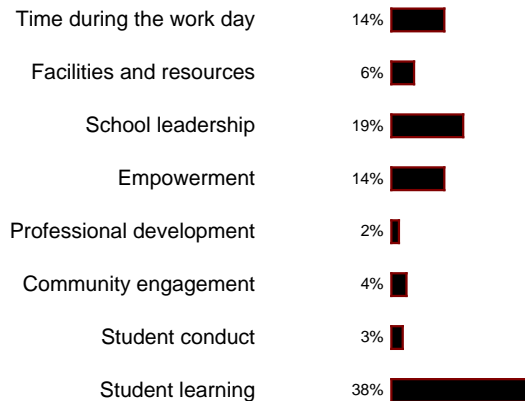
Q10.2 Which BEST DESCRIBES your IMMEDIATE professional plans? (Select one.)



Q10.4 Which BEST DESCRIBES your LONG TERM professional plans? (Select one.)



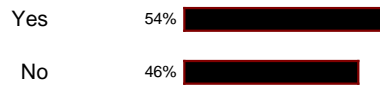
Q10.6 Which aspect of your leading conditions MOST affects your willingness to remain as principal in your school? (Select one.)



Key: Maryland

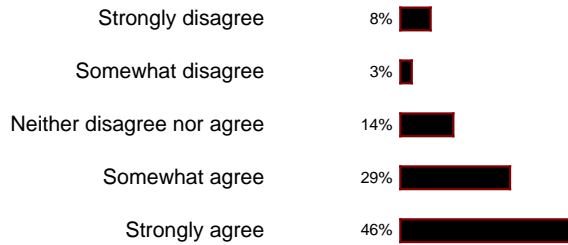
Section 9 : Principal Mentoring

Q13.1 Have you been formally assigned a mentor in the past three years?



Q13.2 My mentor was effective in providing support in the following areas:

a. Instructional leadership.



b. School improvement planning.



c. Budgeting.



d. Scheduling.



Key:  Maryland

e. Staffing (hiring, firing, etc.).



f. Teacher evaluation.



g. Teacher remediation.



h. Data-driven decision-making.



Key:  Maryland

i. Working with parents and the community.



Q13.3 Please indicate whether each of the following were true for you and your mentor.

a. My mentor and I work in schools at the same level.



b. My mentor and I work in the same district.

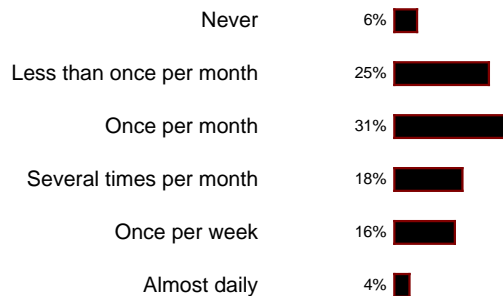


c. My mentor and I work in schools within 50 miles of each other.

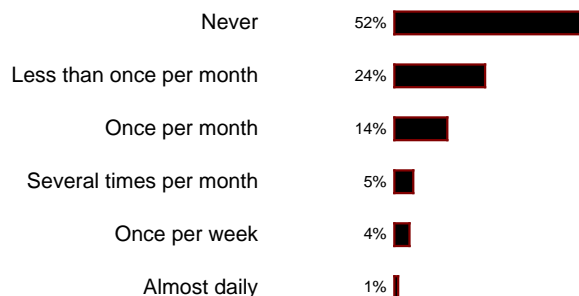


Q13.4 On average, how often did you engage in each of the following activities with your mentor?

a. Coaching conversations with my mentor

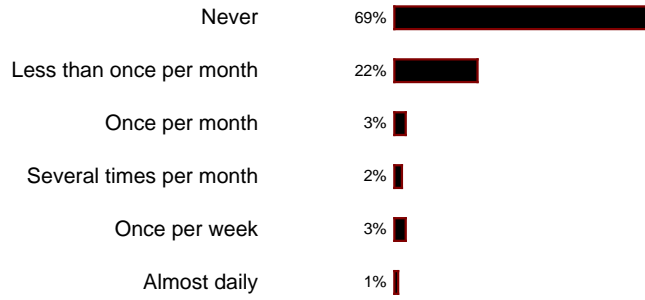


b. Being observed in my school by my mentor

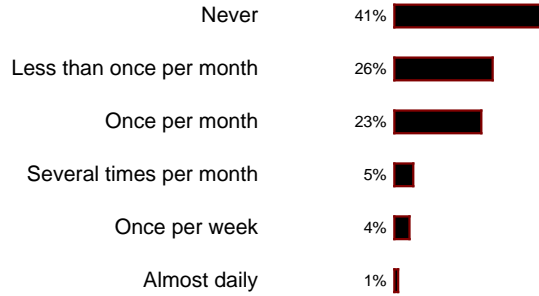


Key:  Maryland

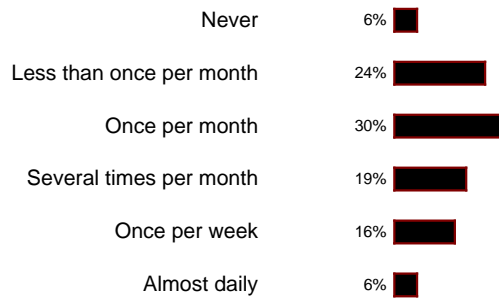
c. Observing my mentor's school



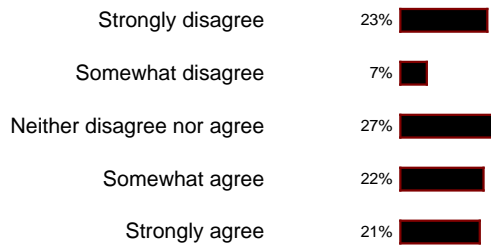
d. School improvement planning with my mentor



e. Having discussions with my mentor about leadership



Q13.5 Overall, my mentoring experience has been important in my decision to remain as principal in this school.



Key:  Maryland

Q13.6 My mentoring experience has been important in my effectiveness as a school leader.



Key:  Maryland