

Student Work

5-1-1982

The Congruence of a Principal's First Year Experience with a Developmental Leadership Model

Vicki Mazzotta

University of Nebraska at Omaha

Follow this and additional works at: <https://digitalcommons.unomaha.edu/studentwork>

Please take our feedback survey at: https://unomaha.az1.qualtrics.com/jfe/form/SV_8cchtFmpDyGfBLE

Recommended Citation

Mazzotta, Vicki, "The Congruence of a Principal's First Year Experience with a Developmental Leadership Model" (1982). *Student Work*. 2554.

<https://digitalcommons.unomaha.edu/studentwork/2554>

This Thesis is brought to you for free and open access by DigitalCommons@UNO. It has been accepted for inclusion in Student Work by an authorized administrator of DigitalCommons@UNO. For more information, please contact unodigitalcommons@unomaha.edu.

THE CONGRUENCE OF A PRINCIPAL'S
FIRST YEAR EXPERIENCE WITH
A DEVELOPMENTAL LEADERSHIP MODEL

Presented to the
Graduate Faculty
University of Nebraska
at Omaha

In Partial Fulfillment
of the Requirements for the Degree
Specialist in Education

by
Vicki Mazzotta

May 1982

UMI Number: EP74097

All rights reserved

INFORMATION TO ALL USERS

The quality of this reproduction is dependent upon the quality of the copy submitted.

In the unlikely event that the author did not send a complete manuscript and there are missing pages, these will be noted. Also, if material had to be removed, a note will indicate the deletion.



UMI EP74097

Published by ProQuest LLC (2015). Copyright in the Dissertation held by the Author.

Microform Edition © ProQuest LLC.

All rights reserved. This work is protected against unauthorized copying under Title 17, United States Code



ProQuest LLC.
789 East Eisenhower Parkway
P.O. Box 1346
Ann Arbor, MI 48106 - 1346

FIELD PROJECT ACCEPTANCE

Accepted for the Graduate Faculty, University of Nebraska, in partial fulfillment of the requirements for the degree Specialist in Education, University of Nebraska at Omaha.

Supervisory Committee

Name

Department

Donald C. Gentry
James W. Deane

Teacher Ed.
Edu Adm

Darlene Kellars
Chairman

4 - 20 - 1982
Date

TABLE OF CONTENTS

	Page
LIST OF TABLES	iv
Chapter	
1. THE INTRODUCTION AND STATEMENT OF THE PROBLEM.	1
STATEMENT OF THE PROBLEM	3
Delimitations.	3
General Design	3
Data and Instrumentation	4
Treatment of the Data.	4
Organization of the Study.	4
FOOTNOTES.	5
2. REVIEW OF RELATED LITERATURE	6
FOOTNOTES.	14
3. PRESENTATION OF DATA AS IT RELATES TO THE FIVE LEVELS OF LEADERSHIP.	16
4. ANALYSIS OF DATA TO DETERMINE IF THE LEADERSHIP MODEL IS USEFUL IN EXPLAINING AND UNDERSTANDING THE EXPERIENCES OF A FIRST YEAR PRINCIPAL	20
5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	24
6. BIBLIOGRAPHY	27

APPENDIXES

A. CATEGORIZATION OF DAILY LOG INFORMATION FOR
FIFTEEN REPRESENTATIVE DAYS. ii

B. EXAMPLE LOG SHEET. xlix

C. CATEGORIZATION OF DAILY DIARY INFORMATION
FROM OCTOBER 1979 - JUNE 1980. 1

LIST OF TABLES

Table	Page
1. Developmental Stages, Values and Leadership Processes	
2. Number of Contacts and Percentages as Categorized According to the Developmental Leadership Model Via the Daily Diaries	17
3. Number of Contacts and Percentages as Categorized Through the Developmental Leadership Model Via the Daily Logs	18
4. Total Number of Contacts and Percentages as Categorized through the Developmental Leadership Model Via the Daily Diaries and Daily Logs	19

Chapter 1
INTRODUCTION AND STATEMENT
OF THE PROBLEM

The induction of an elementary principal to an initial position is a total process. More often than not, the principal becomes responsible for an elementary school without benefit of an internship or serving as an assistant principal.

There is little written about the initial year in the position. The most comprehensive description of the principal is the study "The Man in the Principal's Office" by Harry Wolcott.¹ A review of this literature reveals a complex if not confounding picture of the position.

The complexity of the position is clearly evident in the Chautauqua articles "The Remaking of the Principalship."² In this series, Luvern Cunningham suggests that principals must come to an understanding about their status, prestige and ego concerns before they can perform effectively.³ Donald Myers concludes that it is impossible for principals to exemplify all of the competencies that professionals say they should.⁴ Charles Brown states that the principalship is indeed an important position but that circumstances hinder the position. He advocates new training methods.⁵

Attempts at bringing order to the principalship or leadership may be inferred from such works as Gulick's mnemonic POSDCORB,⁶ Blake and Mouton's task-oriented and relationship-oriented leaders,⁷ Fielder's leadership style, and Petrie's levels of leadership.⁹ Gulick describes administrative functions as planning, organizing, staffing, directing, coordinating, reporting and budgeting. Blake and Mouton describe leadership in terms of a managerial grid. In the managerial grid orientation, the task-oriented leader shows concern for work whereas the relationship-oriented leader tends to show concern for people.

Fielder's contingency theory reveals that task-oriented leaders perform best in group situations that are either very favorable or very unfavorable to the leader. Relationship-oriented leaders perform best in group situations which are between the two extremes of favorableness and unfavorableness.

Petrie states that leaders sequentially enact five developmental levels of leadership: (1) patterning routines, (2) establishing rules and delegating roles, (3) reinforcing relevant activities, (4) stimulating individual development and (5) clarifying behavioral indicators of value. Furthermore, a technology is attached to each level of leadership that is at the same time particular to that needed for the position, i.e., the principal.¹⁰

Since Petrie's five levels of leadership constitute a leadership model, and the related educational technology has been directly applied to the educational domain, it was judged worth testing for its power to understand and explain the first year's experience of a new principal.

STATEMENT OF THE PROBLEM

The purpose of this study is to describe a first year principal's experience on the job and to test the power of the developmental leadership model to order and explain these experiences.

Delimitations

The study has the following limitations:

1. The study is limited to Bellaire Elementary School in Bellevue, Nebraska, during October-May of the 1979-80 school year.
2. Only those contacts recorded by the writer are analyzed in relation to the levels of leadership.
3. The writer's educational experience before this first year elementary principalship consisted of experiences at the secondary level. Perhaps the lack of elementary exposure affects the participation.

General Design

The design of the study is a content analysis of a daily diary and a periodic charting of contacts according to the five levels of leadership.

Data and Instrumentation

The writer collected the data for this study using the following methods: (1) a daily diary, and (2) a principal's log of daily contacts for five representative days of each of the three calendar quarters of the school year.* (Each day of the week is represented but not necessarily in consecutive order.)

Treatment of the Data

The data are analyzed to determine if a significant portion of the data can be categorized into the levels of leadership.

Organization of the Study

The following chapters are included in this study:

- I. The Introduction, Statement of the Problem, Delimitations, and Procedures
- II. Review of Related Literature
- III. Presentation of Data as it Relates to the Five Levels of Leadership
- IV. Analysis of Data to Determine if the Leadership Model is Useful in Explaining and Understanding the Experience of a First Year Principal
- V. Summary, Conclusions and Recommendations

FOOTNOTES

1. Harry F. Wolcott, The Man in the Principal's Office (New York: Holt, Rinehart and Winston, 1973).
2. "The Remaking of the Principalship," The National Elementary Principal, Volumes LI-LIV, 1974.
3. Luvern L. Cunningham, "The Principal in the Learning Community," The National Elementary Principal, LIII (July-August, 1974), 40-46.
4. Donald A. Myers, "The Chautauqua Papers: A Dissent," The National Elementary Principal, LIV (September-October, 1974), 18-26.
5. Charles E. Brown, "The Principal as Learner," The National Elementary Principal, LIII (July-August, 1974), 19-23.
6. Luther Gulick and others, The Science of Administration (New York: Columbia University, 1937).
7. Robert Blake and Jane Mouton, The Managerial Grid (Houston: Gulf, 1964).
8. Fred E. Fielder, "A Theory of Leadership Effectiveness" (New York: McGraw Hill, 1967).
9. Thomas A. Petrie and Barry Burton, "Application of a Model to the Organization of Supervising Technologies," Educational Leadership, XXXIX (May 1980), p. 628.
10. Petrie and Burton, p. 3.

Chapter 2

REVIEW OF RELATED LITERATURE

Ray Cross recently made the statement that "Studies on principal effectiveness have not generated enough knowledge to write even the first chapter of a principal's cookbook."¹ Although indicators of effectiveness are rarely available for principals, Cross suggests that research does give the following implications: (a) evaluating principals on the basis of the standardized scores of students is misguided, (b) personal characteristics such as age, personality, and gender appear to have little to do with effectiveness, and (c) an assumption not backed by research implies that a leadership style that blends a strong task orientation and high concern for people has positive effects on teacher morale, school climate and innovativeness.²

Although measuring effectiveness is difficult, descriptions of principalships are available. Probably the most comprehensive account is Harry Wolcott's, "The Man is the Principal's Office."³ In this account, Wolcott describes the activities of elementary principal, Ed Bell. Information such as the distribution of Ed Bell's time during an average school day is addressed. The highest percentage of Ed Bell's time is spent at prearranged meetings or conferences. The lowest percentage of time is spent talking on the intercom,

telephoning, and alone or enroute to a predetermined destination. Falling between the two extremes are casual encounters and working in the office.⁴

Equally interesting is an analysis of people whom the principal interacts with during an average day. Individual teachers account for 16.3% of the principal's time; 14% of the time is spent with individual students. Other categories are as follows: secretary (4.3%); other principals (4.8%); central office personnel (6.1%) and parents (8.5%).⁵

Principalships are also described and remedies suggested in the Chautauqua articles, "The Remaking of the Principalship."⁶ Articles such as Charles Brown's, "The Principal as Learner," Wagstaff and Spillman's, "Who Should Be Principal," and Gordon Klopff et. al. in "A Taxonomy of Educational Leadership" are examples.

Brown gives us several suggestions for improving training for principals such as using district sponsored resources, university options without credits, etc., state department resources and developing new institutions whose sole purpose is to provide services for administrators.⁷

Wagstaff and Spillman suggest the following eight attributes for selecting individuals to be elementary principals: (1) commitment, (2) self-confidence, (3) penchant for ambiguity and uncertainty, (4) insight into the inter-relatedness of the school itself and its environment,

(5) empathy, (6) ability to communicate, (7) acceptance of and willingness to cope with conflict, and (8) knowledge of human relations.⁸

Klopf and associates describe a pilot program for developing leadership abilities for elementary principals. They propose seven functions that would provide for the creation of an optimum learning environment for children: (1) development of humanistic climate in the school, (2) development of the school as a total learning environment, i.e., mutual participation of children, staff and parents, (3) recognition of each learner as an individual, (4) implementation of a staff development program, (5) integration of learning experiences in the home, school and community, (6) efficient management of the school plant and facilities and effective supervision of school personnel and services, and (7) ongoing financial support.⁹

In an attempt to further gain insight into the principalship, Thomas Petrie and Inez Petrie developed a leadership model.¹⁰ In development of their model, they associate Jean Piaget¹¹ and Erik Erickson's¹² theories to that of leadership and school development (see Table 1). As a child progresses through the various stages of development, parents influence, if not control, the provisions of quality experiences at an appropriate time. In the same light, Petrie suggests that principals may provide appropriate experiences that enhance the development of staff

Table 1¹³

DEVELOPMENTAL STAGES, VALUES AND LEADERSHIP PROCESSES

Identity Development Erik Erikson		Cognitive Development Jean Piaget		Organizational-Leadership Model Petrie and Petrie	
Stage	Value Strengths	Stage	Value Strengths	Leader Behavior	
Trust-Mistrust	Hope	Sensori-Motor	Causality	Maintenance	
Autonomy-Shame	Will	Pre-Operational	Symbolic Representations	a) Regularity or patterned activities	
Initiative-Guilt	Purpose	Concrete	Internalized Action	b) Communicating rules and delegating roles	
Industry Inferiority	Competence			Initiative	
				a) Initiating and rein- forcing relevant role behavior	
				b) Stimulating individual development and capabilities	
Identity-Role Confusion	Integrity	Formal	Conceptual	Integration	
				Clarifying meanings via behavioral indications of values	

potentialities. For example, Erikson and Piaget's value strengths of hope and causality are respectively the first stages of ego and cognitive development. These are developed through the patterned expectations and regular care of the parents. Applied to the principalship it means that once a principal establishes a pattern of activity that constitutes his organization, his staff will observe and assess that he has expectations for himself and infer cause for his behavior. Then they will infer and develop their own expectations.

In Erikson and Piaget's stage two, children develop language and physical capacities to the extent that maturation and interaction are possible. With implicit and explicit rules to guide him, the child can test his potentialities within the structure maintained by his parents. Likewise, principals establish rules at school. The school staff and students learn the authority limitations of their roles, yet understand that autonomy exists for the individual within their roles.

The third stage of development as described by Piaget and Erikson involves initiation and organization of activities for a specific purpose. Through action and clarification a child learns what is acceptable and what is not - usually resulting in behavior which is more acceptable. Initiation is also necessary in the school. As activity is initiated by others, the principal must clarify in such a way that the purposes of the school are shared.

In Erikson's fourth stage, competency is developed. A child derives pleasure from completing work, examines his talents, and acquires an identity. The principal must recognize and use the unique talents of individuals for the benefit of the individual and the school.

The fifth stage in human development involves the ability to form commitments and the capacity to conceptually combine competence and values. Individuals generally observe consistencies and inconsistencies between behavior and expectations. Actions can be examined for values and the competencies they represent. In this stage the principal clarifies the relationship between values and their behavioral indicators. In this manner school values can be conceptualized so that behavioral indicators of honesty, punctuality, praise and support exist and become standards for the staff.¹⁴

In describing Petrie and Petrie's Organizational-Leadership Model, Petrie and Burton's "Application of a Model to the Organization of Supervisory Technologies"¹⁵ is consulted. The first level of leadership, Patterning Routines, concerns time management and organization. At this level the supervisor arranges teacher conferences, orders supplies, formulates meeting agendas, arranges for coffee, makes telephone calls and conducts meetings. The supervisor's patterns of work should be systematic in accomplishing these tasks.

Establishing Rules and Delegating Roles is the second level of leadership. It is important at this level that the supervisor comprehends what the staff should do, what

they should decide and how they should feel. Candidates must be assessed and those selected oriented to the expectations. At this level the supervisor tells others what he wants.

At the third level, Reinforcing Relevant Activities, the supervisor tells others what is relevant to direction or purpose during or after the actions is done. The supervisor is involved in verbal praise, descriptively providing alternatives or administering sanctions. In school the evaluation of instruction and evaluation of teaching skills most often occurs during observations and conferencing.

Stimulating Individual Development is the fourth level and involves the supervisor's ability to enrich the jobs of the staff members. At this level unique teaching talents emerge, a dependence on what others can do is developed, personnel are encouraged to learn new concepts and the supervisor engages the powers of individuals to go beyond their expectations.

The highest level on the leadership model is Clarifying Behavioral Indicators of Values. At this level a uniting of individual abilities to explicitly held values takes place. While the supervisor provides extrinsic motivation by praising, the follower develops intrinsic motivation, or a value.

In conclusion, although there is no coherent evaluative tool for supervisors, attempts have been made to

clarify a supervisor's role and capabilities. With models such as Petrie-Petrie's it is conjecture that a better understanding of leadership position can be gained.

FOOTNOTES

1. Ray Cross, "What Makes an Effective Principal?" Principal, March, 1981, p. 22.
2. Cross, p. 22.
3. Harry F. Wolcott, The Man in the Principal's Office (New York: Holt, Rinehart and Winston, 1973).
4. Wolcott, p. 89.
5. Wolcott, p. 91.
6. "The Remaking of the Principalship," The National Elementary Principal, Volumes LI-LIV, 1974.
7. Charles E. Brown, "The Principal as Learner," The National Elementary Principal, LIII (July-August, 1974), p. 19.
8. Lonnie H. Wagstaff and Russell Spillman, "Who Should Be Principal?" The National Elementary Principal, LIII (July-August, 1974), pp. 36-38.
9. Gordon J. Klpf, et. al., "A Taxonomy of Educational Leadership," The National Elementary Principal, LIII (July-August, 1974), pp. 54-58.
10. Thomas A. Petrie and Inez N. Petrie, "Remaking the Principalship, Another Perspective," (Teacher Education Research Center, State University College - Fredonia, 1976).
11. Piaget, Jean, Psychology of Intelligence (London).
12. Erikson, Erik, School and Society (New York: William Norton, Inc., 1957).
13. Thomas A. Petrie and Inez N. Petrie, "Reaction: The Preparation of Administrators. Some Observations from the Firing Line. A Significant Educational Leadership Experience in Search of a Theory," (Department of Educational Administration, Omaha, Nebraska, 1977), p. 3.

14. Petrie and Petrie, "Remaking the Principalship," pp. 7-17.
15. Thomas A. Petrie and Barry Burton, "Application of a Model to the Organization of Supervising Technologies," Educational Leadership, XXXIX (May 1980), p. 628.

Chapter 3

PRESENTATION OF THE DATA

A log of the principal's activities was maintained to determine the power of the Developmental Leadership Model in explaining the principal's first year experience (see Appendix A). The writer tallied daily contacts on a chart for 15 days (see Appendix B). The dates of the charted contacts are as follows:

Mondays:	Dec. 3, 1979	Mar. 17, 1980	Jan. 2, 1980
Tuesdays:	Dec. 4, 1979	Mar. 11, 1980	May 27, 1980
Wednesdays:	Dec. 5, 1979	Mar. 12, 1980	May 28, 1980
Thursdays:	Jan. 3, 1980	Mar. 13, 1980	May 19, 1980
Fridays:	Jan. 4, 1980	Mar. 14, 1980	May 30, 1980

In addition to the log, a daily diary was maintained by the writer (see Appendix C). Nightly a written account recalling the events of the day was kept.

At the end of the year, the logs and diaries were reviewed and each activity was categorized according to the level of leadership as defined by the Leadership Model. Subsequently, selected logs and diaries were categorized by Thomas Petrie for reliability. This reliability check revealed a reliability factor of $r = .91$.

The following data are analyzed by counting the number of contacts which can be categorized as constituting

one of the respective levels of the Leadership Model. The data reveal that fifty percent or 188 contacts from the daily diaries can be categorized as Level I leadership behaviors. Twenty-one percent or 79 contacts are categorized as Level II behaviors. One hundred and twelve contacts (30%) are revealed to be Level III behaviors. There are no Level IV or Level V behaviors accounted for through analysis of the daily diaries (see Table 2).

Table 2

Number of Contacts and Percentages as Categorized
According to the Developmental Learning Model
Via the Daily Diaries

	Level	Number	Percentage
Patterning Routines	1	188	50
Establishing Rules: Delegating Roles	2	79	21
Reinforcing Relevant Activities	3	112	30
Stimulating Individual Development	4	0	0
Clarifying Behavioral Indicators of Values	<u>5</u>	<u>0</u>	<u>0</u>
TOTAL		379	101

By categorizing the number of contacts from the daily logs according to the Leadership Model, it is revealed that fifty-nine percent or 413 contacts are Level I behaviors.

Twenty-five percent (175 contacts) are Level II behaviors and fourteen percent or 100 contacts are Level III leadership behaviors. There are nine contacts (1%) categorized as Level IV behaviors. No Level V behaviors are identified (see Table 3).

Table 3

Number of Contacts and Percentages as Categorized
Through the Developmental Leadership Model
Via the Daily Logs

	Level	Number	Percentage
Patterning Routines	1	413	59
Establishing Rules: Delegating Roles	2	175	25
Reinforcing Relevant Activities	3	100	14
Stimulating Individual Development	4	9	1
Clarifying Behavioral Indicators of Value	<u>5</u>	<u>0</u>	<u>0</u>
TOTAL		697	99

In totaling the categorized behaviors or events of both the daily diaries and daily logs, it is revealed that fifty-six percent or 601 contacts of a first year principal are Level I leadership behaviors. Level II behaviors account for twenty-four percent or 254 contacts. Twenty percent (212 contacts) are Level III behaviors and 9 contacts

or .8% are Level IV behaviors. No Level V behaviors are identified. (see Table 4).

Table 4

Total Number of Contacts and Percentages
As Categorized Through the Developmental
Leadership Model Via the Daily
Diaries and Daily Logs

	Level	Number	Percentage
Patterning Routines	1	601	56
Establishing Rules: Delegating Roles	2	254	24
Reinforcing Relevant Activities	3	212	20
Stimulating Individual Development	4	9	.8
Clarifying Behavioral Indicators of Values	<u>5</u>	<u>0</u>	<u>0</u>
TOTAL		1076	100.8

Chapter 4

ANALYSIS OF DATA

The first level, Patterning Routines, takes up most of this first year principal's time. Activities such as providing resources, conducting meetings, making telephone calls, confirming appointments and ordering supplies are categorized in this level. The first year principal spends fifty-six percent of his/her time dealing with routine matters. Leadership behaviors such as learning the budgetary process are classified as Level I. Scheduling students into classes and meeting with colleagues to determine what is necessary and desirable are other time-consuming processes. The first year principal also spends considerable time discovering where to find certain information and determining what individual or groups need certain information at appropriate times. It makes sense that the routine tasks must be accomplished if an administrator is to succeed in his work. Once these tasks are accomplished, the administrator can move on to a higher leadership level. It may be that a simple task for an experienced principal may prove to be an involved learning process to the new learner.

The second leadership level is Establishing Rules and Delegating Roles. At this level the principal is involved in meetings with people to assign and clarify responsibilities.

He addresses classroom concerns and establishes who does what. He communicates duties to be performed. The principal tells others what he/she wants. In doing this he/she comprehends what the staff should do, what they should decide and how they should feel. Twenty-four percent of the first year principal's time is allotted to this level. If Levels one and two can be categorized as maintenance levels, sixty percent of the first year principal's time is devoted to keeping the school status quo.

The third leadership level, Reinforcing Relevant Activities, involves twenty percent of the first year principal's time. At this level the principal is making judgments - after the fact. He/she may give verbal praise, administer sanctions when things go awry, and evaluate instruction and skills in observations and conferences. His/Her function is to reinforce and clarify a job well done. He/She communicates his/her standards to the group. The group learns what the principal is willing to approve, endorse, or reject. Less time is spent here than the two previous levels. Possibly, the first year principal is still developing a conception of what is "good or bad" so is not yet willing to commit himself to a great number of judgments.

Stimulating Individual Development is the fourth leadership level. At this level a principal is enriching his/her staff's job. He/She encourages personnel to learn new concepts, stimulates an individual to go beyond expectations and develops

a trust for what others can do. This level cannot be dictated; there must be a willingness of the staff to use his/her proficiencies. Only (.8%) of the first year principal's time occur at this level. Possibly, the principal must allot so much time to maintaining the operation of the school that he/she has no time for "enrichment."

Activities in the first three levels are dictated by the classic duties of a principal. In other words, the building must be kept in working order, students must be disciplined, rules must be made and teachers need to be evaluated. At Level 4 activities are not mandated by the essence of the job and, therefore, necessitate a commitment on the part of the principal to accomplish appropriate level tasks.

There were no activities classified in the last leadership level - Clarifying Behavioral Indicators of Values. At this level the leader initiates intrinsic motivation by clarifying the connections between action or means and ends. Then the follower, through introspection, makes it part of his/her identity or an intrinsic value. There may be two explanations as to why no activities occur at this level. One reason may be that the staff must have respect and trust for their leader before they are willing to develop a value through interaction with the leader. Possibly, a first year principal has not developed the respect and trust necessary to accomplish this.

A second explanation may involve the method of gathering the data for this study. It may be difficult to appraise activities in Level 5 without feedback from the followers. Without this, it is difficult to assess whether a value has been developed. There were few opportunities for feedback to occur in this study.

Chapter 5

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary

The activity of a first year principal is a complex of routines. The stimulus for these routines are board policies, rules, regulations and the many other roles that are complementary to that of the principal. As a leader, the leader maintains, initiates and integrates the structure and expectations for interaction. To do this the principal must conduct the maintenance efficiently, initiate to create more effective structure or expectation and integrate the gains into complementary roles.

To test a principal's performance during the first year of the principalship, a log and diary were maintained. Activities were categorized according to five levels of developmental leadership. The analysis reveal that a first year principal's activities are heavily maintenance. Fifty-six percent of the activities are routine and twenty-four percent are rule delegation.

Initiative activities involve 20.8 percent of the principal's time. The initiative activities are primarily reinforcement and evaluative acts. No instances are categorized as integrative activities.

Conclusion

It may be concluded that the process of events during the first year is to acquire proficiency with respect to routine matters and to clarify others responsibility sufficiently to develop complementary role relationships. As these are efficiently accomplished, the opportunities to provide evaluative information further maintains the system and reinforces the direction and program of the school. Without this efficiency, the hygienic condition necessary for further growth and development cannot be developed. It is evidence that this first year principal has little time for initiating and integrating new structure or expectation for the interactions necessary for growth.

Recommendations

Continuing studies in this area would indeed be worthwhile. Perhaps by a more thorough study of behaviors as applied to a leadership model, a principal can gain the ability to use appropriate feedback for development into a more integrated leader. In order to gain a more precise picture of a first year principal's experience, the following studies are suggested:

1. Further studies be conducted by other first year elementary principals to test for comparability.
2. Studies at both the elementary and secondary levels be conducted to discover if differences in experiences exist.

3. The varying levels of experiences be studied in order to gain insight into time sequences for development of the initiative and integration stages, i.e., second, third year principals.

4. A method be determined in order to gain feedback from the followers so that the integrative stage may be better appraised.

BIBLIOGRAPHY

Periodicals

- Brown, Charles E. "The Principal as Learner." The National Elementary Principal, LIII (July-August, 1974), 19-23.
- Cross, Ray. "What Makes an Effective Principal?" Principal, March, 1981, 19-22.
- Cunningham, Luvern L. "The Principal in the Learning Community." The National Elementary Principal, LIII (July-August, 1974), 40-46.
- Klopf, Gordon J. et. al. "A Taxonomy of Educational Leadership," The National Elementary Principal, LIII (July-August 1974), 54-58.
- Myers, Donald A. "The Chautauqua Papers: A Dissent." The National Elementary Principal, LIV (September-October, 1974), 16-18.
- Petrie, Thomas A. and Barry Burton. "Application of a Model to the Organization of Supervising Technologies." Educational Leadership, XXXIX (May 1980), 628-631.
- "The Remaking of the Principalship." The National Elementary Principal, Volumes LI-LIV, 1974.
- Wagstaff, Lonnie H. and Russell Spillman. "Who Should Be Principal?" The National Elementary Principal, LIII (July-August, 1974), 34-38.

Books

- Blake, Robert and Jane Mouton. The Managerial Grid. Houston: Gulf, 1964.
- Erikson, Erik. School and Society. New York: William Norton, Inc., 1957.
- Fiedler, Fred E. A Theory of Leadership Effectiveness. New York: McGraw Hill, 1967.
- Gulick, Luther and others. The Science of Administration. New York: Columbia University, 1937.
- Piaget, Jean. Psychology of Intelligence (London).
- Wolcott, Harry F. The Man in the Principal's Office. New York: Holt, Reinhart and Winston, 1973.

Papers and Reports

Petrie, Thomas A. and Inez N. Petrie. "Reaction: The Preparation of Administrators: Some Observations From the Firing Line. A Significant Educational Leadership Experience in Search of a Theory." Department of Educational Administration, Omaha, Nebraska, 1977.

Petrie, Thomas A. and Inez N. Petrie. "Remaking the Principalship, Another Perspective." Teacher Education Research Center, State University College - Fredonia, 1976.

APPENDIXES

Appendix A

CATEGORIZATION OF DAILY LOG INFORMATION FOR FIFTEEN
 REPRESENTATIVE DAYS ACCORDING TO THE
 FIVE LEVELS OF LEADERSHIP

Monday, December 3, 1979

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
2	Personal	Gifted Coordinator	Discussion of meeting to take place
1	Personal	Teacher	Logistics of field trip
1	Personal	Secretary	Due dates for time sheets and substitute report
1	Personal	Secretary	Parental flyer
3	Personal	Teacher	Approved parental letter
3	Personal	Teacher	Reading scores entered
1	Personal	Teacher	Request for clock
2	Personal	Teacher	Request use of oven; need for chaperone
1	Note	Custodian	Use of oven; solution for clock
3	Personal	Teacher	Request for personal day; discussion of policy
1	Telephone	Substitute Contact	Names of substitutes for the day
1	Personal	Custodian	Clock to be moved; arrangements for meeting with Director of Maintenance

Monday, December 3, 1979 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Telephone	Director of Maintenance	Arrange meeting to discuss building needs
1	Personal	Teacher	Thanks for clock solution
1	Telephone	Director of Special Services	Official announcement for my replacement as school/community coordinator
1	Telephone	DMC	Unable to locate lost kit
1	Personal	Secretary	Room will be carpeted next week; special arrangements necessary
2	Personal	Secretary & Delivery Person	Disagreement over incorrect ordering procedures
2	Meeting	Director of Maintenance & Custodian	Discussion of building needs
1	Telephone	Probation Officer	Arrangements to meet new School-Community Coordinator
2	Meeting	School-Community Coordinator	Orientation to new position
1	Telephone	Parent	Use of facilities
1	Personal	Secretary	Last chaperone for field trip obtained
1	Telephone	Parent	Article for monthly publication
1	Note	Student Secretary	Reminder that monthly publication had not been sent to other schools

Monday, December 3, 1979 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Telephone	Principal	Need for math books
1	Telephone	Print Shop	Need for price of publication to balance books
1	Personal	Secretary	Arrangements should be made to obtain a signature stamp
1	Telephone	Contractor	Arrangements for carpeting room
2	Personal	Teacher	Permission to complete evaluation form and submit to college
1	Notes	3rd Grade Teacher	Request for extra math books to send to other school
1	Note	Custodian	Verifying arrangements for carpeting
1	Personal	Secretary	Preparation of memo to teachers on accreditation
3	Personal	Gifted Facilitator	Discussion of status of gifted referrals; good job of meeting hasty deadline
1	Telephone	CETA Coordinator	Use of summer worker
1	Telephone	Director of Special Services	Approval for use of resource people in testing the gifted
2	Personal	Resource Teacher	Gifted testing should begin
3	Personal	Reading Teacher	Increase in referrals; discussion on policy of program

Monday, December 3, 1979 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Telephone	Principal	Confusion on gifted report due
1	Telephone	Principal	Interpretation of policy on use of facilities
1	Telephone	Principal	Discussion of facilities report due
1	Personal	Secretary	Instructions for typing report
3	Meeting	District Facilitators	Regular meeting
1	Telephone	Policy	Inform of new School-Community Coordinator
1	Telephone	Mental Health Clinic	"
1	Telephone	Multi-Service Center	"
1	Telephone	Sarpy County Contact	"
1	Telephone	Parent	Use of facilities
1	Telephone	Parent	Article for monthly publication

Tuesday, December 4, 1979

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Telephone	Health Aide/ Secretary	Will be absent. Directions given.
1	Telephone	Parent	Aide not present to care for child's retainer
1	Telephone	Substitute Contact	Substitutes for the day
1	Personal	Teacher	Emergency leave. Additions given for lesson plans
2	Personal	Psychologist	Status of gifted referrals
1	Personal	Teacher	Materials needed
3	Personal	Teacher	Discussion of lesson plans for that week
2	Personal	Gifted Facilitator	Problems with IQ group testing
2	Personal	Teacher	Logistics of Christ- mas program
1	Personal	Teacher	Request for money to buy supplies
2	Personal	Aide	Control of band group during assembly
1	Personal	Secretary	Ill aide
1	Personal	Aide	Signature for lamination
4	Personal	Psychologist	Student problem
2	Personal	Gifted Facilitator	Problems with gifted
4	Telephone	School/Com- munity Coordinator	Questions concerning position

Tuesday, December 4, 1979 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Telephone	City Resource Coordinator	Introducing new School-Community Coordinator
2	Personal	Gifted Coordinator	Parent permission necessary before taking blood from students
1	Telephone	Assistant Superintendent for Business	Confusion on work order for floor mats
1	Personal	Secretary	Repairman will come for thermofax machine
1	Personal	Secretary	Work to be accomplished while I am out of building
1	Meeting	Elementary Principals	Weekly meeting
1	Personal	Aide	Dog removed from playground several times
3	Personal	Aide	Discussion about improved behavior at noon recess
3	Personal	Student	Discussed fruitful day; gave more monthly publication
1	Personal	Student	Illness
1	Personal	Teacher	Delivered student check for lost materials
3	Personal	Teacher	Discussed bad day
1	Personal	Custodian	Flag missing from gymnasium

Tuesday, December 4, 1979 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Personal	Teacher	Looking for missing flag
1	Personal	Custodian	Flag located; repaired
1	Personal	Custodian	Fire drill
1	Telephone	Principal	Lost calendar at A.M. meeting
1	Telephone	Principal	Lost calendar
1	Telephone	Principal	Calendar located; mistakenly taken
1	Personal	Secretary	Ill child; parents unable to be located
1	Personal	Secretary	Discussion of vacation days at Christmas
1	Telephone	Principal	Asked to go to State School Board Meeting
1	Telephone	Principal	Aide report for accreditation study
2	Personal	Psychologist	Student problem
1	Telephone	Principal	Aide report clarification
1	Telephone	Principal	Aide report questions
1	Telephone	Principal	"
1	Telephone	Director of Maintenance	Repairman located to repair panic bars
1	Telephone	Architect	Status of carpet replacement
2	Personal	P.E. Teacher	Complaint that he is not notified by teacher when new students enter class

Tuesday, December 4, 1979 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
2	Personal	Teacher	Classroom teachers unhappy with music practice
1	Personal	Principal	Return of lost calendar
1	Personal	Student Secretary	Arrangement of monthly lunch schedule
1	Telephone	Director of Maintenance	Cost of light cover replacements
1	Telephone	Principal	Aide's report questions
1	Personal	Teacher	Approval of parental letter
1	Personal	Student	Fight outside
3	Personal	Teacher	Permission to leave early
1	Personal	Teacher	Notification on parental meeting on problem student
1	Telephone	Principal	Student problem on bus
4	Meeting	Educational Consultant & Psychologist	Student problem
1	Personal	Secretary	Use of envelopes for money collection
2	Telephone	Multi-Service Agency	Arrange conference

Wednesday, December 5, 1979

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Telephone	Teacher	Ill. Called 10 minutes late
3	Personal	Teacher	Attendance at computer workshop
4	Personal	Teacher	PTA presentation in January
3	Personal	Custodian	Acquisition of Christmas tree
1	Personal	Teacher	Request for math manual
1	Personal	Teacher	Concern for accreditation questionnaire
1	Telephone	Parent	Provisions for retainer
1	Telephone	Main Office Secretary	No mail delivery for three days
1	Telephone	Substitute Contact	Substitutes for the day
2	Personal	Teacher	New carpeting in room; student concern
1	Telephone	Parent	Student having outside evaluation
1	Personal	Teacher	Chaperone for field trip
1	Personal	Teacher	Ill child in classroom
2	Personal	Teacher	Problem of notifying teachers prior to music practice
3	Personal	Teacher	Personal leave requested
3	Personal	Teacher	Request for room change
2	Personal	Teacher	Inquiring into how to best handle student problem

Wednesday, December 5, 1979 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
3	Personal	Teacher	Request for free ticket for student unable to pay for field trip
2	Personal	Health Aide	Lice discovered
1	Personal	Custodian	Instructions to move a television from one room to another
4	Meeting	Psychologist & Resource Teacher	Staffing on problem student
2	Personal	Students (2)	Discipline problem. Removed from class
1	Personal	Secretary	Problem with paper room not being stocked
2	Personal	Teacher	Unable to handle student/teacher conflict
1	Personal	Aide	Bellevue Education Material saved for next year
3	Personal	Teacher	Evaluation of aide
1	Personal	Secretary	Film for Christmas assembly
2	Personal	Reading Teacher	Problem with serving ESL student
1	Personal	Contractor	Carpeting discussion
1	Telephone	Parent	Question on accreditation questionnaire
1	Personal	Director of Maintenance	New rules for dealing with Honeywell
4	Personal	Educational Consultant	Discussion of two student problems

Wednesday, December 5, 1979 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
2	Personal	Health Aide	Rooms checked for lice
1	Telephone	CETA	Summer hours
1	Personal	Custodian	Scouts use of empty room
1	Telephone	Contractor	Arrangements for carpeting
1	Personal	Teacher	District meeting after school
3	Telephone	Nurse	Recommendations for handling lice situation
1	Telephone	Principal	Permission to use nurse on building time
1	Telephone	Principal	Need for material (teacher's manual)
1	Telephone	Principal	Need for teacher's manual
2	Personal	Student	Dog at school
2	Telephone	Parent	Do not hold dog
2	Personal	Teacher	Student fight over pen
2	Personal	Students (3)	Those fighting in class
2	Telephone	Parents (3)	Notification of student fight
1	Telephone	Director of Maintenance	Panic bar arrangements
4	Personal	Psychologist & Educational Consultant	Discussion with doctor concerning student problem
4	Telephone	School-Community Coordinator	Student problem

Thursday, January 3, 1980

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
2	Personal	Gifted Facilitator	Entering group IQ's in cumulative folders
2	Personal	Teacher	Use of student aide
2	Personal	Teacher	PTA presentation
2	Personal	Custodian	Evaluation of probationary custodian
1	Telephone	Principal	Discussion of new bus policy
1	Personal	Teacher	New tables for learning disability classroom
2	Personal	Student Aide	Orientation of new person
2	Personal	Parent	Conference concerning waiver of tuition due to special circumstances
2	Personal	Secretaries	Present attendance procedures
1	Telephone	BEA Representative	Arrival of school directories
3	Personal	Teacher	Inappropriateness of picture for display
1	Telephone	Parent	Description of PTA program
2	Personal	Teacher	Interpretation of health guidelines
2	Personal	Teacher	PTA presentation
2	Personal	Health Aide	Discussion of health objectives
1	Telephone	Principal	Permission for teacher to visit building

Thursday, January 3, 1980 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Telephone	Parent	Questioning status of records
1	Telephone	Teacher	Knowledge of health guidelines
3	Personal	Student	Misbehavior at recess
2	Personal	Student Secretary	Change in attendance procedures
1	Telephone	Principal	Discussion on combination class-room problems
2	Personal	Teacher	Responsibility for teaching Nebraska history
3	Personal	Teacher	Minimum Competency Conference

Friday, January 4, 1980

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
2	Personal	Gifted Facilitator	New student for Individualized Planning Center
1	Telephone	Teacher	Needs substitute
1	Personal	Teachers	Room check for cleaning
2	Personal	Gifted Coordinator	New student to IPC
1	Personal	Custodian	Timesheets; worker off
1	Personal	Teacher	Verification of conference time
2	Personal	Primary team	Regular meeting
2	Personal	Substitute	Discussion of difficult class (L.D.)
3	Personal	Teacher	Lesson plans not submitted
1	Personal	Secretary	List of bussed students from other schools
1	Telephone	Director of Elementary Education	Discussion of waiver of tuition
3	Telephone	Parent	Student suspended from school
2	Personal	Parent	Student suspension
1	Personal	Secretary	Ill teacher; substitute needed
1	Telephone	Parent	Transportation needed from temporary quarters
1	Telephone	Transportation	Arrangements for transportation from TLQ

Friday, January 4, 1980 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Telephone	Director of Elementary Education	Approval of busing arrangement
1	Telephone	Psychologist	Arrange for evaluation
2	Telephone	Grounds Supervisor	Problem with work order for ceilings
1	Telephone	Director of Auxiliary Services	Unable to transport TLQ
1	Personal	Teacher	Arrange conference on student
1	Telephone	Psychologist	Verification of conference time
1	Personal	Secretary	Collection of time sheets
1	Telephone	Parent	Questioning energy conservation in schools
2	Personal	Secretary	Children being sent home
1	Personal	Teacher	Discussion of new student's cumulative folder
2	Personal	Aide	Substitution problem
1	Telephone	Parent	Unable to provide transportation
2	Personal	Teacher	BEA meeting
2	Personal	Student Secretary	Attendance collection
3	Personal	Teacher	Early departure
1	Telephone	Director of Personnel	Date change on luncheon for secretaries

Friday, January 4, 1980 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Telephone	Director of Elementary Education	Discussion of busing, old desks and students waiting for the A.M. bell
1	Personal	Secretary	Decision for placement of new student
2	Personal	Teacher	Upset over consistently delayed bus causing student supervision during planning time
2	Personal	Teacher	Suggestions on how to handle displeased parent of gifted
1	Personal	Secretary	New student assignment to combination class
1	Personal	Student	Missed bus; took home
1	Telephone	Parent	Angry parent due to missed bus
2	Personal	Custodian	Qualifications for custodial night position
1	Telephone	Parent	Bus problem
1	Telephone	Parent	Bus problem
1	Telephone	Parent	Request for records
1	Personal	Student Teacher	Summer employment
1	Personal	PTA President	Executive PTA meeting

Friday, March 14, 1980

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
2	Personal	Teacher	Student problem
1	Personal	Teacher	Apology for complain- ing yesterday.
2	Personal	Teacher	Student report for psychological evaluation
3	Personal	Teacher	Permission to leave early
3	Personal	Custodian	Reminder to put notes on bulletin board for workers
2	Personal	Teacher	Field trip procedures
2	Personal	Teachers	Gifted problem with parent
2	Personal	Teacher	Student discipline problems
1	Personal	Teacher	Math meeting notice
2	Personal	Teacher	Article for monthly publication
2	Personal	Health Aide	Lice problem
2	Personal	Student	Writing of inap- propriate notes
1	Telephone	Director of Elementary Education	Entry for Young Authors Contest
1	Telephone	Jr. High Nurse	Discussion of lice problem
3	Personal	Teacher	Observation
3	Personal	Teacher	Discussion on use of point system for student control

Friday, March 14, 1980 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Telephone	Sr. High Band Director	Arrangements for Assembly
2	Personal	Secretary	Problem with Revolving Fund for building
2	Personal	Health Aide	Procedures for checking for lice
2	Personal	Health Aide	Parent complaint on lice
1	Telephone	Child Protective Services	Children removed from the home
3	Personal	Teacher	Questions on Orbit Test Administration
3	Personal	Teacher	Questions on Orbit Test Administration
1	Personal	Health Aide	Results of vision tests for a particular student
3	Personal	Teacher	Question on Orbit Test Administration
1	Telephone	District Gifted Consultant	Question on state qualification
1	Telephone	Parent	Retention discussion
1	Telephone	Principal	Discussions on reports
3	Personal	Teacher	Advice on how to handle a particular student
1	Personal	Health Aide	Arrival of nurse to check lice
1	Telephone	Principal	Use of Permission to Transfer forms

Friday, March 14, 1980 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Telephone	Transportation	Bus changes
1	Telephone	Principal	Questions on Orbit Tests
1	Personal	Secretary	Shortage of Orbit Test answer sheets
1	Personal	PTA	Hanging curtains
1	Personal	PTA President	Executive board agenda
1	Personal	Staffing	Problem student; family referred for counseling
2	Personal	Teacher	Student stole watch
1	Personal	Student	Discipline problem
2	Personal	Gifted Coordinator	Adult Education Program
1	Personal	Principal	Questions on Orbit Tests
1	Personal	Director of Personnel	Staffing for next year
1	Personal	Health Aide	Admission to school for child with pinworms
2	Personal	Resource Teacher	Student referral for learning problems
1	Telephone	Jr. High Nurse	Pinworms
1	Personal	Students	Snowballing
2	Personal	Teachers	Punishment for snowballers
2	Personal	Teacher	Student with pinworms

Friday, March 14, 1980 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
2	Personal	Custodian	Use of disinfectant in primary bathrooms
3	Personal	Student Secretary	Organization of paper room
1	Personal	Secretary	Enrollment of new student
1	Personal	Parent	Compliment on child's education
3	Personal	Health Aide	Review of new form for immunization
1	Telephone	Director of Special Services	Status of gifted testing
2	Personal	Gifted Facilitator	Plan for a particular gifted student
2	Personal	Librarian	Plan for last day of school
1	Personal	P.E. Instructor	Need for gymnastic mats
1	Personal	Teacher	Check for birthday cakes
3	Personal	Teacher	Discussion on how to meet needs of gifted student
1	Personal	Teacher	Results of talk with student stealing watch
1	Personal	Teacher	Field trip procedures
1	Telephone	Director of Elementary Education	Report pinworms
1	Personal	L.D. Teacher	Student behavior problem
1	Telephone	School-Community Coordinator	Student referred for behavior

Friday, March 14, 1980 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Telephone	Principal	Discussion of day's events
1	Personal	Custodian	Duties for spring break
1	Personal	Parent	Complaint concerning another student

Monday, March 17, 1980

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Personal	Teacher	Use of gym
1	Personal	Teacher	Broken window
1	Personal	Teacher	Absent aide
1	Telephone	Aide	Notification of three day absence
1	Telephone	Sub-aide	Unable to work
1	Personal	Custodian	Broken window report
1	Telephone	Sub-aide	Available to work
3	Personal	Teacher	Double-checking windows
2	Personal	Teacher	Information on problem student
1	Telephone	Sub-custodian	Notification of ringworm
3	Personal	Teacher	Arrangements for substitute; evaluation to follow
3	Personal	Teacher	Permission to leave early
1	Personal	Teacher	Distribution of Orbit Tests
1	Personal	Secretary	Release of information for student
1	Personal	Teacher	Absent aide
3	Personal	Health Aide	Policy on contagious diseases
2	Personal	Teacher	Discussion of retentions
1	Personal	Student	Delivery of shamrocks
1	Personal	Student	Discipline for not attending detention assignment

Monday, March 17, 1980 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
3	Personal	Aide	Confusion on use of sub-aide
1	Telephone	Director of Elementary Education	Policy on contagious diseases
1	Personal	Police Office	Broken window; attempted entry
1	Telephone	Director of Business	Notification of attempted entry; estimate of prices
2	Personal	Teacher	Increasing assignment
1	Telephone	Principal	Possibility of aide running for PTA office
1	Personal	Aide	PTA office
1	Personal	Day Care Representative	Permission to observe child declined unless permission from parent
1	Telephone	Principal	Aide not interested in PTA office
1	Personal	Teacher	Bad back
2	Personal	Custodian	Discussion of work to be accomplished on in-service day
2	Personal	Gifted Coordinator	I.Q. testing for gifted
1	Personal	Teacher	Student Council arrangements for selling popcorn
1	Personal	Resource Teacher	Report on student for counseling services
1	Personal	Parent	Explanation of program; complaints of busing procedures

Monday, March 17, 1980 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
3	Personal	Health Aide	Medical excuse clarification
2	Personal	Aide	Playground supervision problem
2	Personal	Sub-aide	Use of balls on playground
1	Personal	Teacher	Student teacher form
2	Personal	Aide	Lunch incident with student
1	Personal	Students	Fighting at lunch
1	Personal	Teacher	Student problem at lunch
1	Telephone	School-Community Coordinator	Student left school
3	Personal	Secretary	Status of medical excuse
1	Telephone	Parent	Complaint about a teacher
1	Personal	Nurse	Status of pinworm situation
3	Personal	Teacher	Permission to leave early
1	Telephone	Principal	Information for university class
1	Personal	Secretary	Typing directions for student report
2	Personal	Teacher	Field trip
1	Personal	Constracot	Snow removal report
2	Personal	Secretary	Gathering information for state gifted report

Monday, March 17, 1980 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Telephone	Maintenance Supervisor	Drain problem
1	Telephone	Parent	Permission to paddle child
1	Telephone	School-Community Coordinator	Home visitation requested for problem student
1	Personal	Sub-Custodian	Request for permanent position
2	Personal	Teacher	Problem student
3	Personal	Teacher	Discussion of retention possibilities
1	Telephone	School-Community Coordinator	Discussion of problem student
1	Telephone	Maintenance Supervisor	Custodial applicants
1	Personal	Secretary	Lost money returned

Tuesday, May 27, 1980

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
2	Personal	Teacher	Discussion about safety patrol party
2	Personal	Custodian	Last day check-out; weekend coverage
1	Personal	Teacher	Social committee report
3	Personal	Teacher	Cumulative folder question
1	Personal	Custodian	Checking classrooms
3	Personal	Teacher	Aide evaluation
1	Telephone	Bus Liaison	Late bus
1	Personal	Teacher	Report card question
1	Personal	Teacher	Permission for use of building for summer camp enrollment
2	Personal	Teacher	Reading procedures for end of school
1	Personal	Psychologist	Arrangements for staffing
1	Telephone	Director of Special Services	Lost briefcase
2	Personal	Teacher	Letter for student transfer
1	Personal	Meeting	Student placement in learning disability classroom
2	Personal	Secretary	Vacation days
3	Personal	Aide	Evaluation
1	Telephone	Secretary	Interview times

Tuesday, May 27, 1980 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
2	Personal	Health aide	Discovery of ring-worm
1	Telephone	Chap. Secretary	Cancel teacher-visitation
1	Personal	Contractor	Marking sidewalk cracks for restoration
1	Personal	Custodian	Lid from manhole replaced
1	Personal	Custodian	Shortage of paper towels
1	Personal	Student	Discipline for bus conduct
2	Personal	Teacher	Discussion of retirement tea
2	Personal	Librarian	Procedures for EBE leasing
1	Telephone	Principal	Summer school
1	Telephone	Transportation Liaison	Poor behavior on bus
1	Personal	Meeting	Interviews for open positions
3	Personal	Aide	Evaluation
1	Personal	Teacher	Request for change in grade level
1	Personal	Teacher	Payment for staff cake
3	Personal	Teacher	Retention for learning disabled student
2	Personal	Teacher	Safety Patrol information
3	Personal	Aide	Plans for next year

Tuesday, May 27, 1980 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
2	Personal	PTA President	Bulletin for PTA Meeting
1	Telephone	Principal	Request for summer school teacher
3	Personal	Teacher	Request to leave early
1	Personal	Meeting	Staffing on fifth grader
1	Personal	Teacher	Summer school paycheck
1	Telephone	Secretary	Applicant from another school
1	Personal	Custodian	Evening hours
1	Telephone	Teacher	Summer school applicant
1	Telephone	Principal	Colleague leaving
1	Personal	Aide	Availability for summer school
1	Telephone	Secretary (Main Office)	Update on summer school applications
2	Telephone	Director of Personnel	Summer school staffing
2	Telephone	Summer aide	Offering of position
1	Telephone	Principal	Use of staffing form
1	Telephone	Summer aide	Offering of position
1	Telephone	Parent	Bus problem

Wednesday, May 28, 1980

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Personal	Teacher	Inquiry of summer school assignment
1	Personal	Teacher	Money for retirement tea
2	Personal	Teacher	Title I materials (division)
2	Personal	Teacher	Aide for summer school
3	Personal	Teacher	Closing classes for end of year
1	Personal	Teacher	Negotiations info.
2	Personal	Teacher	Decision to move district L.D. class
1	Personal	Teacher	Doctor's appointment
2	Personal	Teacher	Summer school reading program
2	Personal	Teacher	Science inventory
3	Personal	Aide	Evaluation
3	Personal	Aide/ Secretary	Evaluation
2	Personal	Aide	Plans for next year
3	Personal	Secretary	Evaluation
1	Telephone	Coordinator of Special Services	Handicapped child for next year
1	Personal	Students	Dress code
1	Personal	Meeting	Instructional Council
1	Personal	Secretary	Announcements
1	Telephone	District Secretary	Summer school aides

Wednesday, May 28, 1980 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Telephone	Director of Elementary Education	Advertising my acting position
1	Telephone	Principal	Need for paper towels
4	Personal	Aide	Evaluation; encourage to continue education
1	Personal	Health Aide	Immunization records
1	Telephone	Parent	Student transfer
2	Personal	Teacher	Handicapped student for next year
1	Telephone	Principal	Transfer of aide
2	Personal	Teacher	Status of district gifted program for next year
1	Personal	Staffing	Resource staffing
3	Personal	Teacher	Disposal of records
1	Personal	Bus Driver	Late student
3	Personal	Secretary	Mistake with summer school enrollment
3	Personal	Consultant	L.D. evaluation
1	Telephone	Principal	Summer school aide vacancy
1	Telephone	Parent	Gifted testing
2	Personal	Custodian	Request for money before payday

Thursday, May 29, 1980

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
2	Personal	Teacher	Dirty lounge
1	Personal	Student	Lost football mit
1	Personal	Teacher	How to arrange for payment of video
1	Personal	Custodian	Extra table for lounge
2	Personal	Teacher	Explanation of student accident
1	Personal	Teacher	Payment for lounge cake
2	Personal	Secretary	Needed to serve at tea
2	Personal	Faculty Meeting	Explanation of EBE leasing forms
3	Personal	Teacher	Permission to leave early
1	Telephone	Principal	On interview team
1	Personal	Secretary	Delivering messages
1	Personal	Teacher	Found lost science kit
3	Personal	Custodian	Compliment on lawn
3	Personal	Secretary	New form for award assembly
2	Telephone	Principal	Discussion of applicant
2	Personal	Director of Personnel	Ranking of interviews
1	Telephone	Principal	Applicants for my position
1	Telephone	Principal	Busing for next year
2	Personal	Teacher	Desire for reading position

Thursday, May 29, 1980 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
2	Personal	Teacher	Student not tested for gifted program
2	Telephone	Applicant	For summer school
2	Personal	Teacher	Check cumulative folder
1	Telephone	Principal	Will observe summer school teacher
1	Telephone	Custodian	Will not report for work
3	Personal	Sub-Custodian	Desire for extra hours
1	Personal	Custodians	Deliver checks

Friday, May 30, 1980

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
2	Personal	Teacher	Field trip situation
3	Personal	Teacher	Grease on floor; rain
2	Personal	Teacher	Student fight
2	Personal	Teacher	Change Title I form for 1981-82
1	Personal	Teacher	Check for social committee
1	Telephone	Director of Building & Grounds	Wind damage
3	Personal	Aide	Evaluation; change of hours for 1980-81
1	Personal	Secretary	Concession money deposited
2	Personal	Secretary	Development of summer school waiting list
2	Personal	Nurse	Special provisions for son at junior high
1	Personal	Health aide	Message from parent
1	Personal	Secretary	Message from PTA Council
1	Telephone	Contractor	Problem with kitchen pipes
1	Personal	Secretary	Deadline for attendance report
3	Personal	Teacher	Use of new textbook inventory
3	Personal	Gifted Teacher	1980-81 proposal accepted
1	Telephone	Parent	Student returning to home school

Friday, May 30, 1980 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Telephone	Assistant Principal	New principalships
2	Personal	Teacher	Change of grade-level for 1980-81
1	Telephone	Custodian	Report off work
3	Personal	Sub-Custodian	Advance on pay
2	Personal	Nurse	Change for medical form for 1980-81
3	Personal	Aide	Clean Kool-aide from carpeting
3	Personal	Teacher	Analysis of grades at end of year
2	Telephone	Parent	Special education student moving from district
1	Personal	Secretary	Message about ill custodian
1	Personal	Director of Personnel	Plans for filling first grade position
1	Telephone	Aide	Acceptance of summer position
1	Personal	PTA President	Ice cream in backyard
1	Personal	Secretary	Copy of mechanical inventory
1	Personal	Parent	Harrassment of student after school
1	Telephone	Sub-Custodian	Unable to work
1	Personal	Student	Name calling
1	Telephone	Parent	Student name calling
1	Personal	Teacher	Bus info. for field trip
1	Telephone	Sub-Custodian	Will be able to work

Monday, June 2, 1980

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Personal	Custodian	Roof leaks
1	Personal	Teacher	Check cumulative folders
1	Personal	Teacher	Cover office while leaks observed
3	Personal	Teacher	Question on cumulative folders
1	Personal	Teacher	Faded paper
3	Personal	Teacher	Discipline of sixth graders on last day
1	Telephone	Sub-Aide	Unable to work
1	Personal	Teacher	Leak in room
3	Personal	Teacher	Question on cumulative folders
1	Personal	Teacher	Room not cleaned
2	Personal	Teacher	Arrangement of materials to be sent to another school
1	Telephone	Student Teacher	Not interested in summer school
1	Personal	PE Teacher	Stolen equipment
1	Personal	Teacher	Parental visit to classroom
1	Personal	Health Aide	End of year health report
2	Personal	Team Meeting	Discussion of supervision and handbook changes for 1980-81
2	Personal	Health Aide	Lice discovered
3	Personal	Teacher	Permission to leave early

Monday, June 2, 1980 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Personal	Teacher	Leak in room
1	Telephone	District Secretary	Cancellation of interview
2	Personal	Resource Teacher	Copy of report for Special Services
1	Telephone	Coordinator of Special Services	Parent observation
2	Personal	Staffing	Arrangements for wheelchair student
1	Telephone	Parent	Summer school enrollment closed
1	Personal	Secretary	Permission to make copies of records
2	Personal	Teacher	Serve on social committee next year
1	Telephone	Principal	Transfer of aide from his school to mine
2	Personal	Teacher	Student problem
3	Personal	Teacher	Procedures for discarding old books
2	Personal	Teacher	Serve on social committee next year
2	Personal	Custodian	Method for discarding old text books
2	Personal	Teacher	Request to change grade levels for next year
2	Personal	Teacher	Use of Orbit Tests
1	Personal	Contractor	Roof leaks
1	Telephone	Parent	Referral to medical doctor

Monday, June 2, 1980 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Personal	Aide	Request for job consideration
1	Personal	PTA President	Prices for book sale
1	Telephone	Parent	Student referred for name calling
1	Personal	Director of Building & Grounds	Summer workers; paint crew
1	Personal	Teacher	Change for field trip plans
3	Personal	Teacher	Report for Student Council
1	Personal	Health Aide	Immunization report
1	Personal	Secretary	Confusion on placement of sixth grade student
3	Personal	Teacher	Permission to leave early
1	Personal	Teacher	Summer school plans
1	Telephone	Parent	Lost child
1	Telephone	Principal	Borrow supply items
1	Personal	Secretary	Ordering supply items for 1980-81

Tuesday, March 11, 1980

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
2	Personal	Custodian	New procedures for new 3:00-11:00 custodian
1	Personal	Teacher	Tattered flag
1	Telephone	Aide	Ill; sub needed
1	Telephone	Substitutes	Made five calls before locating sub
1	Personal	Teacher	Substitute aide notification
3	Personal	Teacher	Student Council not being productive
2	Personal	Teacher	Former student returning; to be placed in her room
2	Personal	Teacher	Teacher handling parental complaint
1	Personal	Teacher	Missing library cart found in her room
2	Personal	Teacher	Reimbursement of parent field trip drivers
3	Personal	Teacher	Doctor's appointment
1	Personal	Librarian	Presentation of book company
2	Personal	Teacher	Christmas program for next year
3	Personal	Teacher	Approval of parental note
3	Personal	Secretary	Punctuality
1	Personal	Secretary	Student missing bus

Tuesday, March 11, 1980 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Telephone	Parent	Inform of missed bus
3	Personal	Teacher	Classroom observation
1	Personal	Custodian	Electricians will work
1	Personal	Teacher	Discussion of new student
2	Personal	Secretary	Accumulation of gifted scores
1	Telephone	Director of Gifted	State report discussion
1	Telephone	Personnel Department	Update on sub-aides
1	Personal	Gifted Coordinator	Request for school car
1	Personal	Secretary	Cancel instrumental music
1	Telephone	Director of Grounds	Summer point plan
3	Personal	Teacher	Advice for student misbehavior
1	Personal	Teacher	Use of Student Council dollars
1	Personal	Secretary	Notification of bus changes to LD students
3	Personal	Aide	Told not to leave duty area
3	Personal	Sub-Aide	Lunch duty discussion
3	Personal	Teacher	Discussion of Student Council responsibilities next year

Tuesday, March 11, 1980 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Personal	Teacher	Attended Student Council meeting
2	Personal	Students	Scolded for loud talk in halls
1	Personal	Teacher	Discussion of gifted state report
1	Personal	Student	Art shown
3	Personal	Secretary	Decision on ill child
1	Personal	District Secretary	Mistake on activity fund
2	Personal	Teacher	Student misbehavior at lunch
1	Personal	Teacher	Field trip arrangements
3	Personal	Student Secretary	Attendance slip problems
1	Telephone	Principal	Questions on the MBO process
2	Personal	Student	Misbehavior at lunch
2	Telephone	Parent	Student will eat lunch at home
3	Personal	Custodian	Informed present custodian that he does not get eight hour job
2	Telephone	Director of Grounds	New equipment arrived
1	Personal	Teacher	Painting the lounge
1	Personal	Secretary	Taking money to main office
1	Personal	Parent	Possibility of reproducing pattern for PTA sponsored play

Wednesday, March 12, 1980

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Personal	Custodian	Selection of new custodian
1	Personal	Gifted Coordinator	Long-distance call permission
1	Personal	Gifted Facilitator	Article for monthly publication
2	Personal	Teacher	Discussion of reading scores
2	Personal	Teacher	Retention procedures; explanation of form
2	Personal	Gifted Facilitator	Organization of gifted folders
1	Personal	Student	Reprimand for misbehavior on bus
1	Personal	Student	Reprimand for bus behavior
3	Personal	Teacher	Students late for school
1	Personal	Teacher	Tentative 1980-81 calendar
2	Personal	Teacher	Outside duty; "in" or "out" day
1	Personal	Librarian	Informed me of missing cart
1	Telephone	Principal	Spring vacation procedures
1	Telephone	Welfare Office	Family information
1	Personal	Secretary	Notification to teachers about holding abused students
1	Telephone	Parent	Discussion of student's dog bite

Wednesday, March 12, 1980 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/ Agency</u>	<u>Situation</u>
1	Telephone	Director of Personnel	Summer school hiring practices
1	Telephone	District Secretary	Letters to custodial applicants
1	Telephone	District Secretary	Summer school applications
2	Personal	Teacher	Discussion of abused family
2	Personal	Teacher	Discussion of abused family
1	Telephone	Business	Reference check for custodian
1	Telephone	Contractor	Piano tuning postponed
1	Telephone	Principal	Question on certified absence forms
1	Telephone	Principal	Asked to watch building in my absence
1	Personal	Teacher	Piano tuning unnecessary
2	Personal	Health Aide	Inability to locate parents of ill child
2	Personal	Educational Consultant	Awards for L.D. students
1	Personal	Custodian	Problems with compressor
3	Personal	Teacher	Class observation
2	Personal	Teacher	Student teacher reporting form
3	Personal	Teacher	Consistency of use of point system

Wednesday, March 12, 1980 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
3	Personal	Secretary	Directions for typing permission for sex education films
1	Telephone	Director of Elementary Education	Team leader selection
1	Personal	Gifted Coordinator	More long-distance calls
2	Personal	Teacher	Bicycle safety classes
1	Telephone	Principal	P.E. teacher not interested in summer school
2	Personal	Secretary	Procedures for ordering materials
1	Telephone	Director of Grounds	Compressor problems
1	Telephone	Custodian	Reference on custodian
3	Personal	Aide	Card playing at lunch
2	Personal	Aide	Church help for family
1	Telephone	District Secretary	Sub-aide list
1	Personal	Custodian	Compressor problems
1	Personal	Teacher	Special services meeting
1	Personal	Teacher	Students tardy at lunch
1	Personal	Parent	Paid for lost book
1	Telephone	Contractor	Snow removal
2	Personal	Teacher	Parent complaint on film

Wednesday, March 12, 1980 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
3	Personal	Student Secretary	Reminder to tidy office
3	Personal	Custodian	No phone calls while working
1	Personal	Sub-Custodian	Arrangements to work next week

Thursday, March 13, 1980

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
3	Personal	Teacher	Question on IEP
1	Personal	Teacher	Obtaining raincoats for safety patrol
1	Personal	Contractor	Adjusting thermostats
1	Personal	Secretary	Tardy to work due to weather
1	Telephone	Parent	Reason for student tardiness
1	Personal	Student	Arrangements for special art classes at the junior high
1	Telephone	Teacher (Junior High)	Arrangements for art classes
2	Personal	Librarian	Winners for 100 Club
2	Personal	Teacher	Plans for spring play
3	Personal	Teacher	Use of student teacher
3	Personal	Student Teacher	Explanation of evaluations
3	Personal	Teacher	Discussed evaluation of student teacher
2	Personal	Teacher	Plans for events of last day of school
2	Personal	Teacher	Discussion of child's bad behavior
3	Personal	Aide	Too many absences
1	Telephone	Principal	Teacher's negligence in completing form
1	Personal	Gifted Facilitator	Explanation of special art classes

Thursday, March 13, 1980 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
2	Personal	Teacher	Last day events
2	Personal	Secretary	State gifted report
1	Telephone	Parent	Request for records
1	Telephone	Director of Maintenance	Meeting for custodians
1	Personal	Teacher	Orbit Tests sent to Avery School
2	Personal	Teacher	Update on family situation
1	Personal	Health Aide	Request for medical cards
1	Personal	Secretary	Article due for the <u>Guide</u>
3	Personal	Secretary	All substitutes need appraisal forms
1	Personal	Secretary	Needed in classroom
1	Personal	Student	Name-calling
2	Personal	Teacher	Discipline problem
1	Personal	Secretary	Message of assigned wall space for Arts Festival
2	Personal	Teacher	Student problem
1	Personal	Teacher	Article for monthly publication
1	Telephone	School-Community Coordinator	Referral on student problem
1	Personal	Teacher	Gathering information for student situation-family problems

Thursday, March 13, 1980 (continued)

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Telephone	Director of Elementary Education	Entries for Young Authors contest
1	Telephone	Parent	Testing for gifted program
3	Telephone	Parent	Sponsoring a bake sale
2	Personal	Gifted Coordinator	Procedures for gifted testing
3	Personal	Teacher	Recommendation for student teacher
2	Telephone	School-Community Coordinator	Court related problem
3	Personal	Student Teacher	Evaluation of performance
2	Personal	Bus Driver	Discipline problem
1	Personal	Psychologist	Report for student
1	Personal	PTA President	Articles for the monthly publication
2	Telephone	Teacher	Permission to visit other classrooms
1	Telephone	Parent	Student problem in classroom
1	Personal	Teacher	Discussion of letter requesting a transfer
2	Personal	Health Aide	Discussion of immunization cards
2	Personal	Gifted Facilitator	Notes to teachers about gifted testing
2	Personal	Teacher	Bad language of student
2	Personal	Teacher	Permission for field trip

Appendix C

CATEGORIZATION OF DAILY DIARY INFORMATION
 FROM OCTOBER 1979 THROUGH JUNE 1980
 ACCORDING TO THE FIVE LEVELS
 OF LEADERSHIP

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
Monday, October 8, 1979			
3	Personal	Student Secretary	Discussed work accomplished in building
2	Personal	Contractor	Discussed carpet work
2	Personal	Custodian	Logistics of carpet installation
Tuesday, October 9, 1979			
2	Personal	PE Teacher	Arrangements for Southroads performance
1	Telephone	Parent	Tardy problem
1	Telephone	Director of Elementary Education	Background on Title IV B Funds
Wednesday, October 10, 1979			
3	Personal	Teacher	Class observation
4	Personal	Teacher	MBO concerning L.D. program development
3	Personal	Teacher	Teacher discusses interpersonal relationships of two co-workers
Thursday, October 11, 1979			
3	Personal	Support Teachers	Inability to schedule students into classes
3	Personal	Secretary	Mistake on first count forms

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Personal	Contractor	Tile needs hauling from building; not part of contract
Friday, October 12, 1979			
1	Telephone	Parent	Complaint about student picture
1	Telephone	Director of Special Services	\$1650.00 not transferred into building budget
1	Personal	Public Relations Person	Media releases of information for slide presentation
Monday, October 15, 1979			
2	Personal	Aides	Arranged Southroads display
2	Personal	Teacher	Negative reaction for taking aides from classrooms to arrange display
2	Personal	Custodian	Check on carpet workers
Tuesday, October 16, 1979			
1	Personal	Parents	Greeting for Community Day
1	Personal	Director of Elementary Education	Pleased with transition from one principal to another
2	Personal	Teacher	Decision to move bilingual child from second grade to first
Wednesday, October 17, 1979			
2	Personal	Teacher	Discussed atmosphere of building during transition of principals

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
2	Personal	Teacher	Follow-up of moving bilingual child
1	Personal	Meeting	Instructional council
Thursday, October 18, 1979			
2	Personal	Past Principal	Discussed experiencing same problems in building; central office when adjusting to new situation
3	Personal	Teacher	Gave permission for pizza party without checking on money
3	Personal	Teacher	Asked for time off to go to doctor's appointment.
Friday, October 19, 1979			
3	Personal	Teacher	Permission not granted for personal leave
2	Personal	Secretary	Implementation of time management techniques
1	Telephone	Boy Scout Leader	Two events scheduled for same evening in multi-purpose room
Monday, October 22, 1979			
1	Telephone	Director of Elementary Education	Confusion over state report
1	Memo	Teachers	Choice of nights for parent-teacher conferences
3	Personal	Secretary	Use of mailboxes for messages as opposed to intercom

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
Tuesday, October 23, 1979			
1	Telephone	Principal	Confusion with state report
3	Personal	Teacher	Should inform me if meeting is missed
1	Personal	PTA President	Collection of dial wrappers
Wednesday, October 24, 1979			
1	Personal	Contractor	Roof work to be completed this week
3	Personal	Teacher	MBO conference
1	Personal	Parent	Confusion with junior theater buses
Monday, October 29, 1979			
1	Telephone	Principal	Discussion of enrollment projections
1	Personal	Applicants	Interviews for previous position
Tuesday, October 30, 1979			
1	Personal	Contractor	Minimal leaks since last rain
1	Personal	Administrative Assistant	Enrollment projections
2	Personal	Health Aide	Did secretarial duties
Wednesday, October 31, 1979			
2	Personal	Teacher	Logistics of Halloween parade
1	Personal	Meeting	Instructional Council
3	Personal	Secretary	Phone not watched

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
Thursday, November 1, 1979			
3	Personal	Teacher	Lack of supervision at lunch
3	Personal	Student Secretary	Typing; filing mistakes
1	Personal	Interviews	For previous position
Friday, November 2, 1979			
1	Personal	Team Leader	Help in office due to illness of secretary and health aide
1	Telephone	Parent	Serious student accident; rescue squad not called
1	Personal	Students	Helping at lunch in order to get to know students
Monday, November 5, 1979			
3	Personal	Teacher	Classroom evaluation
2	Personal	Education Consultant	Inform parent of speech services
Tuesday, November 6, 1979			
3	Personal	Teacher	Minimum standard conference
1	Personal	Principal	Discussion of bus procedures from sending school
Wednesday, November 7, 1979			
2	Personal	Staff	Meeting concerning covering for absent aides
1	Telephone	Director of Personnel	Background for 30 minutes lunch state requirement

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/ Agency</u>	<u>Situation</u>
1	Telephone	Principal	Obtaining Iowa Tests of Basic Skills booklets
Thursday, November 8, 1979			
3	Personal	Teacher	Class observation
3	Personal	Team Leaders	Problem of lunch relief time
Friday, November 9, 1979			
1	Personal	Meeting	Administrators and community resource personnel
3	Personal	Teacher	Discipline problems in classroom
1	Telephone	Principal	Negative lounge talk; suggestions on handling
Monday, November 9, 1979			
2	Personal	Teacher	Refused to sit beside another teacher at conference
1	Personal	Parent	Complaint that conferences conducted in one room
3	Personal	Teacher	Classroom observation
Tuesday, November 13, 1979			
3	Telephone	Secretary	Asked for day off; in future need prior notification
1	Telephone	Parent	Restraining order on father
3	Personal	Teacher	Asked to sit in on parent conference; teacher felt parents were accusing her of making child hate school

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
Wednesday, November 14, 1979			
1	Personal	Staffing	Hyperactive child; more appropriate placement needed
3	Personal	Teacher	Appeared defensive during parent conference
3	Personal	Aide	Unsatisfactory work
Thursday, November 15, 1979			
1	Personal	Parents	Observed class with unhappy parents
1	Personal	PTA President	Plans for Nutcracker field trip
Friday, November 16, 1979			
1	Personal	Photographer	Honored complaint concerning the wrong sized pictures
1	Personal	Director of Transportation	Visited new development acquired as part of attendance area
Monday, November 19, 1979			
3	Personal	Teacher	Class observation
3	Personal	Student Secretary	Attempt to improve efficiency
Tuesday, November 20, 1979			
3	Personal	Teacher	Class observation
1	Personal	Student	Misbehaving
3	Personal	Teacher	Request for day off due to inability to find babysitter

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
Wednesday, November 21, 1979			
3	Personal	Teacher	Permission for feast
2	Personal	Health Aide	Used for secretarial duties
2	Personal	Team Meeting	Morning procedures for inclement weather
Thursday, November 22, 1979			
1	Personal	PTA President	Cancellation of Nutcracker performance
3	Personal	Gifted Teacher	Classroom observation
2	Personal	Teacher	Suggestion to keep own account for sunshine fund
Friday, November 23, 1979			
1	Telephone	Transportation	Attempts to schedule Nutcracker field trip
3	Personal	Teacher	Classroom visitation
Monday, November 26, 1979			
1	Personal	Meeting	Instructional Council
3	Personal	Secretary	Office is running efficiently
2	Personal	Teacher	Suggestion for handling student
Tuesday, November 27, 1979			
2	Personal	Teacher	Removed student due to frustration with IQ test
1	Personal	PTA President	Questionnaire concerning a hot lunch program

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
2	Personal	Teacher	Arrangements for Christmas program
Wednesday, November 28, 1979			
3	Personal	Teacher	Disagreement with psychologist involved in student problem
2	Personal	Teacher	Concerns of district social studies committee
1	Personal	Teacher	Complaint about night custodian
Monday, December 3, 1979			
2	Personal	Director of Building & Grounds	Immediate problems of building
2	Personal	Gifted Facilitator	Status of gifted referrals
Tuesday, December 4, 1979			
1	Personal	Meeting	Instructional Council
1	Personal	Psychologist	Reaction to student having problems in second grade
Wednesday, December 5, 1979			
2	Personal	Teacher	Physically removing student from the classroom
2	Personal	Teacher	Student problem with ruining another student's coat
1	Personal	Director of Building & Grounds	Inspection of carpet installation

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
Thursday, December 6, 1979			
1	Personal	Parent	Disagreement with student punishment
1	Personal	Student	Fighting on the playground
2	Personal	Teacher	Complaint about special services misjudging information
Friday, December 7, 1979			
1	Personal	Meeting	State School Board in Lincoln
1	Telephone	Parent	Student problem in bathroom
1	Telephone	Business Director	New student pictures will be delivered according to contract
Monday, December 10, 1979			
1	Telephone	Doctor	Referral on a student
2	Personal	Aide	Relating stress shown by teacher
1	Telephone	Parent	Request for recommendation to Goodfellows concerning deaf child
Tuesday, December 11, 1979			
3	Personal	Teacher	Frustration with handling behavior problem
1	Personal	Parent	Student's serious behavior problem at school
2	Personal	Staffing	Reasons for student's problem with school adjustment

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
Wednesday, December 12, 1979			
1	Personal	Parent	Custody case involving third grader
1	Personal	Parent	Complaint about racial harrassment of student by peers
2	Personal	Teacher	Change of classes for three students due to overload
Thursday, December 13, 1979			
3	Personal	Teachers	Stretching rule of being in classrooms 8:15
1	Personal	Student	Voiced fear that mother would try to kidnap from school
Friday, December 14, 1979			
3	Personal	Custodian	Displeasure with work
1	Personal	Secretary	Change of hours; must report to work earlier
Monday, December 17, 1979			
2	Personal	Custodian	Reported grammar errors found on board
1	Personal	Architect	Evaluation of energy concerns
Tuesday, December 18, 1979			
4	Personal	Teacher	Compliment about Christmas program
1	Personal	Director of Building & Grounds	Roof checked

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
Wednesday, December 19, 1979			
3	Personal	Custodian	Complaints about poor work
2	Personal	Teacher	Reluctance to accept two new students
1	Personal	Meeting	Instructional Council
Thursday, December 20, 1979			
2	Personal	Teachers	Changing student classrooms
1	Personal	Student	Problem with stealing
1	Personal	Director of Transportation	Rode bus route
Friday, December 21, 1979			
1	Personal	Former Custodian	Available for contracting
1	Personal	Director of Elementary Education	Tour of building
Wednesday, January 2, 1980			
3	Personal	Custodian	Holiday projects completed
3	Personal	Patron	Permission for grandson to attend without tuition
Friday, January 4, 1980			
2	Personal	Substitute	Two students removed from class for insubordination
1	Personal	Parents	Conferences and removal of students from school
1	Personal	Custodian	Learned how to change the boiler from gas to oil

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
Monday, January 7, 1980			
2	Personal	Student Teacher	Orientation to building
2	Personal	Gifted Facilitator	Plans for 1980-81
Tuesday, January 8, 1980			
1	Telephone	Parent	Reporting truant students
3	Personal	Teacher	Minimum competency conferences
Wednesday, January 9, 1980			
1	Personal	Parent	Wants to withdraw kindergarten child due to breaking his arm three times
2	Personal	Nurse	Use of programmed learning for a first aid course with sixth grade
1	Personal	Meeting	Instructional Council
Thursday, January 10, 1980			
3	Personal	Teacher	Classroom visitation
3	Personal	Teacher	Implementation of disciplinary methods
2	Personal	Custodian	Not happy about extra cleaning assigned
Friday, January 11, 1980			
3	Personal	Nurse	Confusion with the role she is expected to play in the district

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Personal	Student Teacher	Discussion of future employment and summer school
2	Personal	Speech Therapist	Request for guidelines for ESL language
Monday, January 14, 1980			
3	Personal	Teacher	Classroom visitation
1	Personal	Teacher	Request denied for her own child to attend school as a tuition student
1	Personal	Police	Basketball hoops vandalized
Tuesday, January 15, 1980			
2	Personal	Teacher	Home visitation on a problem student
1	Personal	Director of Building & Grounds	Discussion of budget items
2	Personal	Student Teacher	Orientation to the building
Wednesday, January 16, 1980			
1	Personal	Teacher	Unexpected arrival of her baby
2	Personal	Staff Meeting	Discussed retention study and ITBS comparisons
3	Personal	Custodian	Listed areas of weaknesses
Thursday, January 17, 1980			
1	Personal	Parent	Daughter's peer group problems
1	Personal	PTA President	Cleaning of drapes

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
Friday, January 18, 1980			
1	Personal	Parent	Disagreement over school boundary lines
1	Personal	Substitute	Expectations of long-term job
1	Personal	Parent	Visiting school; wants to volunteer
Monday, January 21, 1980			
1	Telephone	Parent	Asked father to pick up child from school instead of sending home
3	Personal	Teacher	Appropriate dress discussion
Tuesday, January 22, 1980			
2	Personal	Custodian	Teacher neglects to put chairs on desks
1	Personal	Staffing	L.D. student - NPI referral
1	Telephone	Parent	Displeasure with progress of student
Wednesday, January 23, 1980			
2	Personal	Teacher	Irate parent who disagrees with methods of the teacher
1	Personal	Meeting	Instructional Council
1	Personal	Aide	Send to hospital after fall on ice
Thursday, January 24, 1980			
3	Personal	Teacher	Poor use of equipment in class
1	Personal	Contractor	Poor work on wrapping pipes

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
3	Personal	Teacher	Classroom evaluation
Friday, January 25, 1980			
1	Personal	Meeting	District second grade teachers
1	Telephone	Director of Elementary Education	Parent complaint about P.E. accident
Monday, January 28, 1980			
3	Personal	Teachers	Disagreement on "in" and "out" days by teachers on bus duty
1	Personal	Architect	Agrees that wrapping pipes was a poor job
Tuesday, January 29, 1980			
1	Personal	Facilitator	Informed that she is pregnant
1	Telephone	Parent	Complaint of improper attire in P.E.
3	Personal	Teacher	Poor judgment used in regard to equipment
Wednesday, January 30, 1980			
1	Personal	Meeting	Instructional Council
3	Personal	Teacher	Supervision during assembly
3	Personal	Teacher	Energy conservation rules not being followed
Thursday, January 31, 1980			
1	Telephone	Director of Elementary	Received medical bill for students involved in accident with faulty equipment

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/ Agency</u>	<u>Situation</u>
1	Personal	Director of Building & Grounds	Reviewed budgetary items
Friday, February 1, 1980			
3	Personal	Teacher	Discussed importance of safety measures in P.E.
1	Personal	Contractor	Fire alarm system and maintenance
3	Personal	Teacher	Guidelines for handling violent student
Monday, February 4, 1980			
1	Telephone	Director of Business	Lawsuit concerning playground accident
4	Personal	Teacher	Encouraged to become involved in gifted program
Tuesday, February 5, 1980			
2	Personal	Teacher	Volunteer work after retirement
3	Personal	Teacher	Evaluation
2	Personal	Teacher	Decision on field trip for combination class
Wednesday, February 6, 1980			
1	Personal	Meeting	Instructional Council
1	Personal	Contractor	Repair of antenna vs. new one
Thursday, February 7, 1980			
4	Personal	Teacher	Evaluation; encouraged to use administrative degree

<u>Level Interpretation</u>	<u>Type</u>	<u>Person/ Agency</u>	<u>Situation</u>
1	Telephone	Contractor	Discussed additional leaks
1	Personal	Meeting	Parental Title I meeting
Friday, February 8, 1980			
3	Personal	Teacher	Physical disciplining of student not appropriate
1	Personal	Student	Fighting on playground
3	Personal	Teacher	Evaluation
Monday, February 11, 1980			
3	Personal	Teacher	Budget items done incorrectly
1	Personal	Contractor	Frozen pipes due to incorrect wrapping
1	Personal	Parent	Enrolled child in public school due to displeasure with private school
Tuesday, February 12, 1980			
3	Personal	Teacher	Problems caused by removing students from lunch
1	Personal	Parent	Child sent to school too early
Wednesday, February 13, 1980			
1	Personal	Student	Snowballing
1	Personal	Meeting	Instructional Council
1	Personal	Conference	Single-family information

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
Thursday, February 14, 1980			
3	Personal	Team Leaders	Excellent job with the budget
3	Personal	Student Teacher	In-service missed
2	Personal	Teacher	Student accident involving chipped tooth
Monday, February 18, 1980			
1	Telephone	Director of Building & Grounds	Installation of additional electrical outlets for safety
2	Personal	Teacher	Weekly check of playground equipment arranged
1	Telephone	Director of Elementary Education	Confusion with Title IV-B money
Tuesday, February 19, 1980			
1	Personal	PTA President	Regrets for attending Boy Scouts banquet
3	Personal	Teacher	Discussion of how to handle classroom discipline
Wednesday, February 20, 1980			
3	Personal	Teacher	Messy room
3	Personal	Teacher	Constant car problems causing tardiness
2	Personal	Meeting	Third grade field trips
Thursday, February 21, 1980			
1	Telephone	Director of Elementary Education	Budget figures need to be refigured

<u>Level Interpretation</u>	<u>Type</u>	<u>Person/ Agency</u>	<u>Situation</u>
1	Personal	PTA President	Neighborhood problems
1	Personal	Students	Stealing incident
Friday, February 22, 1980			
1	Personal	Meeting	District Student Teacher Orientation
3	Personal	Teacher	Teacher evaluation
Monday, February 25, 1980			
1	Personal	Parent	Conference on student with disciplinary problems
1	Personal	Police	Parking log poles destroyed
1	Personal	Student	Truancy
Tuesday, February 26, 1980			
1	Personal	Principal	Confusion on directions for gifted program
1	Personal	Staffing	Placement for L.D. student
Wednesday, February 27, 1980			
1	Personal	Meeting	Instructional Council
3	Personal	Teacher	Teacher evaluation
3	Personal	Teacher	Implementation of behavior modification program
Thursday, February 28, 1980			
4	Personal	Teacher	Possesses excellent organizational skills
3	Personal	Teacher	Unproductive use of aide time
3	Personal	Custodian	Unacceptable work

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
Friday, February 29, 1980			
3	Personal	Custodian	Discussion of inadequacies
1	Personal	Student	Left at school; unable to reach parents
Monday, March 3, 1980			
3	Personal	Health Aide	Quality of work is high
3	Personal	Teacher	Philosophy of team leader selection discussed
3	Personal	Teacher	Unnecessary office referrals
Tuesday, March 4, 1980			
1	Personal	Parent	Permission to release for snow emergency
3	Personal	Teacher	Unable to use phone during snow emergency
3	Personal	Custodian	Hours not extended
Wednesday, March 5, 1980			
3	Personal	Teacher	Excellent handling of snow emergency
1	Personal	Meeting	Instructional Council
3	Personal	Psychologist	Positive parent conference
Thursday, March 6, 1980			
3	Personal	Teacher	Evaluation
2	Personal	Teacher	Office discipline is to be last resort

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
Friday, March 7, 1980			
3	Personal	Teacher	Evaluation
2	Personal	Teacher	Complaint about another teacher
Monday, March 10, 1980			
1	Personal	Staffing	L.D. placement
3	Personal	Teacher	Visitation for implementation of behavior modification program
Tuesday, March 11, 1980			
3	Personal	Teacher	Compliment for handling difficult parent situation
3	Personal	Teacher	Unhappy with extra duty accomplishment
3	Personal	Aide	Supervision not adequate
Wednesday, March 12, 1980			
1	Personal	Student	Tardy problem
3	Personal	Teacher	Inconsistent methods used
4	Personal	Teacher	Evaluation; encouraged further study
Thursday, March 13, 1980			
1	Personal	Meeting	Bus safety
2	Personal	Teacher	Student missed bus
2	Personal	Teacher	Discussed supplementary field trip transportation with cars

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
Friday, March 14, 1980			
1	Personal	Parent	Refusal to use medication for pinworms
2	Personal	Special Services	Request to handle parent conference
Monday, March 17, 1980			
1	Personal	Parent	Dissatisfaction over busing
2	Personal	Teacher	Complaint about budget procedures for conferences
Tuesday, March 18, 1980			
3	Personal	Teacher	Called too late for substitute
3	Personal	Teacher	Retention conference
Wednesday, March 19, 1980			
1	Personal	Meeting	Instructional Council
1	Personal	Student	Profanity
3	Personal	Teacher	Retention conference
Thursday, March 20, 1980			
1	Personal	Parent	Complaint about teacher's petty calls
1	Personal	Meeting	Gifted facilitator's meeting
Friday, March 21, 1980			
1	Personal	Student	Stole syringes from science kit
3	Personal	Teacher	Unacceptable parental note

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
Monday, March 24, 1980			
2	Personal	Aides	Complaint about teacher
1	Personal	PTA President	Curtains for lounge
Tuesday, March 25, 1980			
3	Personal	Teacher	Retention conference
1	Personal	School-Community Coordinator	Student abuse problem
Wednesday, March 26, 1980			
1	Personal	Patron	Unable to release information without signature of parent
1	Personal	Student	Trouble at lunch; reading to younger children
Friday, March 28, 1980			
3	Personal	Teacher	Request for personal day
1	Personal	Parents	Withdrawal of student due to displeasure with teacher
Monday, March 31, 1980			
2	Personal	Teachers	District committee conflicts with parent-teacher conferences
1	Personal	Police	Child abuse reported
Tuesday, April 1, 1980			
3	Personal	Teacher	Inquiry into reason for absence
2	Personal	Teacher	Desires to rearrange lounge for non-smokers

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
1	Personal	PTA	Concern for traffic patterns
Thursday, April 3, 1980			
1	Personal	State Dept. Representatives	Visited CED reading room
1	Personal	Applicants	Interviewed for custodial positions
Tuesday, April 8, 1980			
1	Personal	Teacher	Evaluation
2	Personal	Teacher	Divided feeling among staff concerning division of lounge
Wednesday, April 9, 1980			
3	Personal	Teachers	Neglect in submitting lesson plans
1	Personal	Meeting	Instructional Council
Thursday, April 10, 1980			
2	Personal	Teacher	Discussion on lounge division
1	Personal	Student	Removed from bus for abusive behavior
Friday, April 11, 1980			
1	Personal	Committee	Bus safety
1	Personal	Staffing	L.D. placement
Monday, April 14, 1980			
1	Personal	Parents	Confusion on times for conferences
1	Personal	Director of Elementary Education	Suggestion for improving health form

<u>Level Interpretation</u>	<u>Type</u>	<u>Person/ Agency</u>	<u>Situation</u>
Tuesday, April 15, 1980			
2	Personal	Teachers	Smokers Committee decided on lounge division
1	Personal	Meeting	Language Arts
Wednesday, April 16, 1980			
2	Personal	K-Teachers	Organization of kindergarten roundup
3	Personal	Custodian	Husband should not help with work
Thursday, April 17, 1980			
3	Personal	Teacher	Discussion on rules for the lounge
1	Personal	Police	Organization of traffic patterns
Friday, April 18, 1980			
2	Personal	Teacher	Change in assignment for next year
1	Personal	Applicant	Interview for next school year
Monday, April 21, 1980			
3	Personal	Teacher	Late for duty
2	Personal	Teacher	Response to request for program to remain at same school
1	Telephone	Parent	Complaint about substitute
Tuesday, April 22, 1980			
1	Telephone	Agent	Unemployment filed for former custodian
1	Personal	Students	Disciplined for fighting

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
Wednesday, April 23, 1980			
1	Personal	Teacher	Disagreement for program change for next year
1	Personal	Meeting	Instructional Council
1	Telephone	Social Worker	Denied request for information
Thursday, April 24, 1980			
1	Personal	Director of Personnel	Hiring practices
1	Personal	Student	Home visitation due to truancy
Friday, April 25, 1980			
2	Personal	Teacher	Organization of sixth grade awards
2	Personal	Applicant	Interviewed for resource position
Monday, April 28, 1980			
1	Personal	Hearing	Former employee's appeal for unemployment
2	Personal	Teacher	Disagreement with program change
Tuesday, April 29, 1980			
1	Telephone	Director of Elementary Education	Denial of request for a practicum student
2	Personal	Teacher	Teacher refused request for a student teacher
Wednesday, April 30, 1980			
1	Personal	Student	Arm broken on playground

<u>Level Interpretation</u>	<u>Type</u>	<u>Person/ Agency</u>	<u>Situation</u>
1	Personal	Parent	Power lines knocked down in front of school
Thursday, May 1, 1980			
1	Personal	Applicant	Interview for sixth grade position
2	Personal	Teacher	Concern for liability with playground supervision
Friday, May 2, 1980			
3	Personal	Teacher	Health film permission slips not sent home
1	Personal	Parent	Complaint about teacher
Monday, May 5, 1980			
3	Personal	Secretary	Extended lunch not permissible
1	Personal	Parent	Complaint about another student
Tuesday, May 6, 1980			
2	Personal	Teacher	Results of Orbit testing
3	Personal	Custodian	Use of phone on duty
Wednesday, May 7, 1980			
3	Personal	Teacher	MBO conference
3	Personal	Student Teacher	Evaluation
Thursday, May 8, 1980			
2	Personal	Teacher	Inquiry into administration handling personal situations
1	Personal	Applicant	Interviews

<u>Level Interpretation</u>	<u>Type</u>	<u>Person/ Agency</u>	<u>Situation</u>
Friday, May 9, 1980			
3	Personal	Teacher	MBO conference
3	Personal	Custodian	Permission given to contractor to dump cement blocks
Monday, May 12, 1980			
3	Personal	Teacher	MBO conference
1	Personal	Parent	Student hurt on unsafe equipment
Tuesday, May 13, 1980			
1	Personal	Director of Elementary Education	Kindergarten enrollment
1	Personal	Director of Building & Grounds	Playground hazards
Wednesday, May 14, 1980			
3	Personal	Teacher	MBO conference
1	Personal	Applicant	Interview
Thursday, May 15, 1980			
1	Personal	Unknown Caller	Concerned a student; investigation by Office of Security Investigation
1	Personal	Teacher	Upset over personal problems
Friday, May 16, 1980			
2	Personal	Teacher	Decision to remain team leader for next year
1	Personal	External Evaluation Team	Gifted program

<u>Level Interpretation</u>	<u>Type</u>	<u>Person/ Agency</u>	<u>Situation</u>
2	Personal	Teacher	Decision to apply for another position
Monday, May 19, 1980			
2	Personal	Teacher	Assignment of special student for next year
3	Personal	Teachers	Sixth grade award assembly
Tuesday, May 20, 1980			
3	Personal	Teacher	Retention conference
1	Personal	Applicant	Interview for resource position
Wednesday, May 21, 1980			
2	Personal	Meeting	Summer school teachers
1	Personal	Meeting	Instructional Council
Thursday, May 22, 1980			
1	Personal	Staffing	L.D. placement
1	Telephone	Parent	Complaint about teacher
Friday, May 23, 1980			
3	Personal	Teacher	Joint evaluation of aide
1	Personal	Teacher	Request for team leader position next year
Tuesday, May 27, 1980			
3	Personal	Aide	Evaluation
1	Personal	Student	Misbehavior on bus
Wednesday, May 28, 1980			
1	Personal	Teacher	Complaint about closing procedure
1	Personal	Meeting	Safety patrol

<u>Level Inter-pretation</u>	<u>Type</u>	<u>Person/Agency</u>	<u>Situation</u>
Thursday, May 29, 1980			
1	Personal	Applicant	Interview for special education position
1	Personal	Tea	Retirement tea for faculty member
Friday, May 30, 1980			
3	Personal	Teacher	Duties of social committee
1	Personal	Parent	Complaint of student harrassment
Monday, June 2, 1980			
1	Personal	Parent	Request for enrollment of child in wheelchair
1	Personal	Teacher	Request for grade-level change
3	Personal	Teacher	Classroom visitation
Tuesday, June 3, 1980			
2	Personal	Teacher	Changes in handbook
2	Personal	Teacher	Discussion of reporting time for students
Wednesday, June 4, 1980			
1	Personal	Parent	Money collection for broken baritone
3	Personal	Gifted Facilitator	Duties for next year