

Arizona Educator Proficiency Assessments (AEPA™)

FIELD 82: SUPERVISOR TEST OBJECTIVES

Subarea	Range of Objectives	Approximate Test Proportions
I. Educational Leadership	1–3	20%
II. Social, Cultural, and Legal Context	4–6	20%
III. Effective Communication	7–9	20%
IV. Educational Management	10–12	20%
V. Curriculum and Instruction	13–15	20%

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Arizona Educator Proficiency Assessments (AEPA™) Subject Knowledge Test

Test Objectives Field 82: Supervisor

Subareas:

Educational Leadership
Social, Cultural, and Legal Context
Effective Communication
Educational Management
Curriculum and Instruction

EDUCATIONAL LEADERSHIP

0001 Understand how to support and promote the mission of the educational organization.

For example: understanding how to participate in the development of a mission statement for the educational organization; identifying ways to promote fulfillment of the organization's mission; demonstrating knowledge of strategies to promote the welfare of all students in a diverse community; demonstrating awareness of the historical role of education in a democratic society; recognizing ways to provide purpose and direction for individuals and groups within the organization; understanding how to set priorities to address the needs of students, faculty, staff, and community members; demonstrating knowledge of methods for developing a strategic plan that enhances teaching and learning; and understanding how to work with members of the educational community to develop strategic goals and action plans.

0002 Understand how to sustain a climate of innovation and change in the educational organization.

For example: understanding how to improve student achievement by identifying, implementing, and monitoring necessary changes; analyzing the process and ongoing nature of change within the educational organization and the community; evaluating how various educational issues, trends, and reform initiatives affect students, schools, and the community; recognizing the nature, role, and use of educational research; applying effective strategies for initiating change and overcoming obstacles to change; identifying effective ways to enlist support for reform activities; identifying strategies for fostering a responsible risk-taking environment; and applying strategies for motivating and empowering members of the educational community to initiate and implement positive change in the organization.

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0003 Understand strategies for promoting professional development in the educational organization.

For example: identifying strategies for determining staff development needs; applying knowledge of effective strategies for promoting staff learning and development; understanding how to encourage reflective practice for self and staff; identifying strategies for working collaboratively with staff to develop and implement plans for continuous professional growth; applying principles of adult learning; analyzing strategies for motivating adults to grow and develop in constructive directions; identifying strategies for creating effective professional development programs; understanding how to use documentation of one's own performance to design and continually adapt a personal professional development plan; and identifying resources for continuing professional development.

SOCIAL, CULTURAL, AND LEGAL CONTEXT

0004 Understand how to promote equity in educational programs.

For example: identifying procedures to ensure equal educational opportunity in school programs; analyzing strategies to promote understanding and appreciation of diversity in the community; identifying strategies for dealing with international issues that affect teaching and learning; understanding how to engender an atmosphere that encourages respect, sensitivity, and appreciation for the social, linguistic, and cultural diversity of the educational community; analyzing the differences between equal and equitable treatment; recognizing signs and patterns of discrimination; identifying strategies to eliminate inequitable treatment; and analyzing the educational, social, and political implications of diversity and how those factors influence student success.

0005 Understand and ensure compliance with Arizona and federal statutes and regulations.

For example: identifying the legal rights and responsibilities of students, staff, and parents/guardians; demonstrating knowledge of procedures to address potential civil and criminal liabilities of the schools; applying knowledge of legal requirements affecting student supervision; demonstrating knowledge of federal, state, and local education law; understanding how to adjust policy in accordance with state and federal requirements; analyzing the legal aspects of school administration; interpreting the ethical responsibilities of schools and the members of the educational community; and understanding how the Arizona Constitution and U.S. Constitution, local policies, and statutory, common, and case law regulate the behavior of students, faculty, and staff in the schools.

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0006 Apply knowledge of educational policy and school governance.

For example: demonstrating familiarity with the system of public school governance and the legislative process; recognizing the roles of federal, state, and district authorities in school governance; demonstrating knowledge of the respective functions of policymakers, administrators, and school councils; understanding how to develop effective working relationships with policymakers; applying strategies for ensuring timely and effective communication with policymakers; analyzing the role of administrators in working with policymakers in specific contexts; applying knowledge of the roles and responsibilities of district and building-level administrators; and identifying strategies for implementing policies fairly and effectively throughout the educational community.

EFFECTIVE COMMUNICATION

0007 Understand the use of effective communication strategies to build support for improving the learning environment.

For example: applying strategies for communicating the mission, goals, purpose, and priorities of the educational organization to all members of the community; identifying positive and proactive strategies to strengthen community support for organizational priorities; identifying appropriate channels and media for communicating educational plans, ideas, and goals; evaluating various strategies for communicating expectations and results to students, staff, parents/guardians, and the community; understanding how to formulate plans for internal and external communications; and understanding how to serve as an articulate spokesperson for the welfare of all students in a diverse community.

0008 Understand how to encourage and respond to feedback from members of the educational and local community.

For example: identifying strategies for obtaining information and feedback from all groups within the educational community; understanding how to make constructive use of feedback from the educational and local community; demonstrating knowledge of active listening skills; demonstrating sensitivity to the culture and political environment of the schools and community; demonstrating knowledge of strategies for applying public relations skills in response to community feedback; identifying effective strategies for encouraging support and involvement from members of the educational community; and understanding how to respond appropriately to electronic and printed news media.

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0009 Understand how to encourage and support teamwork to promote the mission of the educational organization.

For example: identifying methods for leading and supporting teams that are committed to student learning; applying knowledge of group development and group processes; demonstrating knowledge of team-building and motivational skills; analyzing methods for empowering administrators, staff at all levels, students, and parents/guardians to be leaders in the school community; demonstrating knowledge of multiple approaches to group dynamics and utilizing process skills; analyzing the uses of peer collaboration among staff at all levels; identifying effective methods for facilitating various types of work groups and achieving organizational goals through collaboration; and understanding how to build consensus and resolve conflicts in the organization.

EDUCATIONAL MANAGEMENT

0010 Apply principles of management and organizational behavior in problem solving, decision making, and organizational development.

For example: demonstrating knowledge of management theories and principles; applying principles of organizational behavior; identifying strategies for evaluating and promoting organizational morale; analyzing the nature of organizational problems and potential solutions; applying methods for gathering, analyzing, and using data to support decision making; understanding how to identify, frame, and solve problems; identifying procedures for monitoring and controlling activities and projects; applying project management and time management skills; identifying strategies for delegating at appropriate organizational levels; understanding how to identify priorities and formulate plans of action to meet internal and external expectations; and analyzing how technology can be used to support educational management.

0011 Understand the financial management of educational programs.

For example: demonstrating knowledge of public school financing, including issues of equity; recognizing sources of funding and restrictions on the use of various funds; identifying types and characteristics of budgets; recognizing stages in the budget development process; demonstrating knowledge of procedures for funding the acquisition and maintenance of instructional resources, media, and equipment; recognizing guidelines for the requisition, approval, and inventorying of instructional equipment and supplies; understanding appropriate ways to keep staff informed about the availability of resources; and applying principles for managing scarce resources and for grant writing.

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0012 Apply principles of effective human resource management.

For example: identifying the legal issues affecting school personnel selection, development, supervision, retention, and dismissal; understanding how to apply adult motivation research to select appropriate models of supervision; identifying strategies for creating staff objectives and assignments; demonstrating knowledge of employee benefits and alternative employee benefit packages; analyzing strategies for using staff evaluation and staff development systems to improve the performance of staff members; applying knowledge of procedures and requirements for disciplining and dismissing staff; applying ethical standards of the profession to the daily practice of human resource management; and understanding how personnel practices affect quality and justice in the workplace.

CURRICULUM AND INSTRUCTION

0013 Understand principles and characteristics of curriculum planning, design, implementation, and evaluation.

For example: demonstrating familiarity with basic principles of curriculum planning and design; identifying strategies for leading the educational community in the adoption of challenging content standards; understanding how to match curriculum and instruction to state standards and expectations for students; analyzing the implications of occupational trends and extra-curricular programs for curriculum planning; understanding how to apply knowledge of human development in defining instructional objectives; understanding how curricular alignment and sequence promote student achievement; identifying effective methods for involving and leading stakeholders in curriculum planning; and analyzing considerations involved in creating curricula for all students, including diverse populations and those with unique abilities, disabilities, and social challenges.

0014 Understand principles and characteristics of instruction designed to promote student achievement.

For example: demonstrating familiarity with the stages of physical, cognitive, moral, social, and emotional development; demonstrating knowledge of instructional management systems that incorporate research findings on learning, motivation, instructional strategies, instructional time, and resources to maximize student achievement; applying knowledge of research findings on multicultural sensitivity and learning styles; evaluating the instructional implications of different learning styles, cultural backgrounds, abilities, and disabilities; identifying strategies for implementing programs to help all students develop as caring and informed citizens; and understanding effective ways of using technology to support curriculum and instruction.

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0015 Understand principles, purposes, and methods of student assessment.

For example: demonstrating knowledge of valid and reliable performance indicators and testing procedures to measure student achievement; identifying assessment strategies to help students achieve at high levels; demonstrating knowledge of the basic principles of educational testing and measurement; demonstrating knowledge of alternative assessment methodology; evaluating instructional programs and models of instruction; interpreting and using test results; applying basic statistical, data-collection, and data-analysis techniques; understanding how to use data to analyze the current state of student learning; and analyzing the role of assessment in educational accountability.