

## Arizona Educator Proficiency Assessments (AEPA™)

### FIELD 80: SUPERINTENDENT FIELD 81: PRINCIPAL TEST OBJECTIVES

<b>Subarea</b>	<b>Range of Objectives</b>	<b>Approximate Test Proportions</b>
I. Leadership of the Educational Organization	1–3	19%
II. Social, Cultural, and Legal Context	4–6	19%
III. Effective Communication	7–9	19%
IV. Management of the Educational Organization	10–13	24%
V. Curriculum and Instruction	14–16	19%

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# Arizona Educator Proficiency Assessments (AEPA™) Subject Knowledge Test

## Test Objectives Field 80: Superintendent Field 81: Principal

### Subareas:

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

### LEADERSHIP OF THE EDUCATIONAL ORGANIZATION

#### **0001 Understand how the mission of the educational organization is developed and promoted.**

For example: understanding the process for defining and developing a mission statement; 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; understanding 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.

**TEST OBJECTIVES**  
**FIELD 80: SUPERINTENDENT**  
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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; understanding principles of adult learning; applying strategies for motivating adults to grow and develop in constructive directions; identifying strategies for creating effective professional development programs; 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 global issues that affect teaching and learning; understanding how to engender an atmosphere that encourages respect, sensitivity, and appreciation for the 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: understanding 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 or procedures in accordance with state and federal requirements; interpreting the ethical responsibilities of schools and the members of the educational community; demonstrating familiarity with the system of public school governance and the legislative process; and understanding how the Arizona Constitution and U.S. Constitution, local policies, and statutory, common, and case law regulate the behavior of students, staff, and administration in the schools.

**TEST OBJECTIVES**  
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**0006 Understand how to formulate policies and work effectively with educational policymakers.**

For example: identifying strategies for formulating and implementing organizational policy; identifying the respective functions of policymakers, administrators, and school councils in school governance; and understanding how to collaborate with policymakers to define organizational goals and priorities, address organizational problems, and establish sound policies.

**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 students, staff, parents/guardians, and 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; understanding how to formulate plans for internal and external communications; and understanding how to serve as an effective communicator for the welfare of all students.

**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 organizational culture and political environment of the schools and community; identifying effective strategies for encouraging support and involvement from members of the educational community; and understanding how to respond appropriately to the media.

**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; applying methods for empowering administrators, teachers, students, and parents/guardians to be leaders in the school community; understanding 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.

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**MANAGEMENT OF THE EDUCATIONAL ORGANIZATION**

**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; identifying strategies for evaluating and promoting positive 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 understanding how technology can be used to support educational management.

**0011 Understand public school finance and financial management.**

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; identifying the basic principles of financial and cost accounting; demonstrating knowledge of financial record keeping and reporting methods; understanding how to secure, allocate, and manage financial resources; applying principles for managing scarce resources and for grant writing; and identifying strategies for involving members of the community in the development of budgets and resource distribution plans.

**0012 Understand school physical plant management and the management of school services.**

For example: demonstrating knowledge of procedures for facilities planning and management; interpreting federal, state, and local regulations related to facilities maintenance, purchasing, food services, transportation services, information management services, and student health services; demonstrating knowledge of student services and programs for which students may be categorically eligible; demonstrating knowledge of social agencies and services available in the community; analyzing the role of safety, security, and emergency procedures; and understanding strategies for promoting a safe and effective learning environment.

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**0013 Apply principles of effective human resource management.**

For example: identifying the legal issues affecting school personnel recruitment, selection, development, supervision, retention, and dismissal; understanding how to apply adult motivation research to select appropriate models of supervision; identifying strategies for assigning staff and establishing job expectations; 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**

**0014 Understand principles and characteristics of curriculum planning, design, implementation, and evaluation.**

For example: demonstrating knowledge of basic principles of curriculum planning and design; understanding how to match curriculum, instruction, and assessment to state standards and expectations for students; analyzing the implications of occupational trends for curriculum planning; understanding how curricular alignment and sequence can promote student achievement; identifying effective methods for leading curriculum planning; and analyzing considerations involved in creating curricula for all students, including special and diverse populations.

**0015 Understand principles and characteristics of instruction designed to promote student achievement.**

For example: demonstrating knowledge of the stages of physical, cognitive, moral, social, and emotional development; demonstrating knowledge of instructional management systems that incorporate research findings to maximize student achievement; 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.

**TEST OBJECTIVES**  
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**0016 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; 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.