

**PROGRAM FOR LICENSING ASSESSMENTS
FOR COLORADO EDUCATORS® (PLACE®)
OBJECTIVES
FIELD 081: ADMINISTRATOR**

Subareas

Educational Leadership
Educational Management
Curriculum Development and Instructional Leadership

EDUCATIONAL LEADERSHIP

Understand the importance of creating, articulating, and maintaining a shared community vision of education for the district.

Includes recognizing the role and purposes of education in contemporary society; demonstrating familiarity with research on and theory of leadership; applying goal-setting and strategic-thinking/planning skills; identifying appropriate channels and media for communicating plans, ideas, and goals; analyzing strategies for leading and supporting the vision-building and vision-renewal processes with the schools and community; recognizing methods for gathering and assessing information on the current status of the district and the larger environment and using that knowledge as a basis for future goals; identifying strategies for leading the district community in the adoption of challenging content standards with appropriate performance assessments; and evaluating multiple options for assessing progress toward meeting the district's goals.

Understand the importance of diversity in the district community and ways to support and promote diversity.

Includes understanding the social, economic, and political factors affecting students and society; recognizing strategies for engendering an atmosphere that encourages respect, sensitivity, and appreciation for all people; analyzing considerations in working effectively with diverse groups within the schools and community; understanding how public schools contribute to a diverse society and how diversity contributes to a unified and equitable society; recognizing the differences between equal and equitable treatment and consideration; recognizing signs and patterns of discrimination and leading in the elimination of inequitable treatment; demonstrating knowledge of strategies for infusing diversity into the curriculum; analyzing the learning, social, and political implications of diversity and how those factors influence student success; recognizing effective methods for ensuring that all students have an equal opportunity for educational success; and demonstrating familiarity with issues related to multicultural education.

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Apply decision-making and problem-solving skills.

Includes anticipating and identifying decisions that must be made and issues that must be dealt with, and by whom; recognizing effective methods for enlisting support in arriving at rational decisions and ensuring that stakeholders are involved in the decision-making process; applying research skills in decision making; understanding the nature of political processes in decision making; analyzing the nature of problems and potential solutions; and evaluating the possible outcomes of various potential solutions.

Understand processes for implementing and managing change in the district, its programs, activities, and people.

Includes understanding the process and ongoing nature of change within the district and community; identifying the need for change using data and trend analysis; recognizing effective strategies for initiating change and overcoming obstacles to change; identifying effective methods for enlisting support for reform activities; demonstrating knowledge of procedures for setting and periodically evaluating goals and policies; understanding and predicting the effects of change; and analyzing methods for acting as a change agent within the district community.

Understand principles and procedures related to educational accountability.

Includes demonstrating familiarity with procedures for determining and assessing accountability; analyzing issues relating to standards-based education; identifying the role of outside agencies in influencing educational accountability; recognizing the role of assessment in educational accountability; understanding current issues in Colorado assessment, including program and policy evaluation; using data to analyze the current state of student learning; and evaluating various strategies for communicating expectations and results to students, staff, parents/guardians, and the community.

Apply knowledge of laws and ethics related to schools and education.

Includes identifying legal rights and responsibilities of students, staff, and parents/guardians; demonstrating knowledge of federal, state, and local education law; analyzing the legal aspects of school administration; recognizing the moral and ethical responsibilities of schools and the members of the school community; demonstrating familiarity with the system of public school governance and the legislative process; and understanding how the Colorado and U.S. Constitutions, district policies, and statutory, common, and case law regulate the behavior of students, staff, and administration in the schools.

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EDUCATIONAL MANAGEMENT

Understand principles of financial planning and management.

Includes identifying types and characteristics of budgets; recognizing stages in the budget development process; understanding the basic principles of financial and cost accounting; demonstrating knowledge of financial record keeping and reporting methods; understanding public school financing (including issues of equity and sources of and restrictions on uses of funding); recognizing basic principles of marketing; applying principles for managing scarce resources and for grant writing; analyzing strategies for involving the district community and government in the development of budgets and resource distribution plans; and understanding political issues related to financial planning and management.

Apply principles of human resource planning and management.

Includes demonstrating knowledge of processes for and considerations in recruiting, screening, selecting, and developing a diverse staff (including legal obligations); recognizing strategies and requirements for negotiating and administering employment contracts; understanding staff supervision and evaluation skills; evaluating various staff development approaches; applying skills for creating staff objectives and assignments; understanding grievance procedures; recognizing procedures and requirements for disciplining and dismissing staff; understanding how personnel practices affect quality and justice in the workplace; and applying the principles of work group and organizational behavior.

Understand effective human relations skills for dealing with staff, students, parents/guardians, and community members.

Includes demonstrating sensitivity to the culture of the schools and community; recognizing the political environment of the district and individual schools; applying public relations skills; understanding group development and group processes; applying team-building, boardmanship, and motivational skills; evaluating options for managing and resolving conflicts in the organization; identifying effective methods for facilitating various types of groups and achieving goals through collaboration; recognizing strategies for engendering support and involvement from stakeholders; understanding principles of adult learning and how adults are motivated to grow and develop in constructive directions; demonstrating knowledge of communication and listening skills; and identifying strategies for dealing effectively with student issues and concerns.

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Apply principles and procedures related to managing the district's physical plant and auxiliary services.

Includes demonstrating knowledge of planning and management procedures and federal, state, and local regulations related to building repair and maintenance, purchasing, food services, transportation services, information management services, health services, safety, security, emergency procedures, and district facilities; and recognizing the features of a safe and effective learning environment.

CURRICULUM DEVELOPMENT AND INSTRUCTIONAL LEADERSHIP

Understand fundamental principles of curriculum planning, development, and evaluation.

Includes demonstrating familiarity with basic principles of curriculum design and alignment of content standards, performance assessments, and instructional strategies; recognizing the relationship of human development to curriculum and instruction; applying processes for developing content standards; identifying effective methods for involving and leading stakeholders in curriculum planning; understanding considerations involved in creating curricula for all students, including special and diverse populations; and applying procedures for developing, adopting, implementing, and evaluating curricula.

Understand basic principles and applications of educational and social psychology.

Includes demonstrating familiarity with principles of physical, cognitive, moral, social, and emotional development; recognizing the nature, role, and use of educational research; understanding and evaluating the uses of formative and summative evaluation; identifying the basic principles of assessment; applying skills and knowledge related to the interpretation and use of test results; recognizing basic statistical, data-collection, and data-analysis techniques; analyzing the origin and nature of various school-related social issues; identifying basic counseling strategies; and demonstrating an awareness of various social service agencies and protocols for referral.

Understand principles of instructional leadership that promote students' academic achievement and social learning.

Includes demonstrating familiarity with principles of instruction and instructional methods; understanding learning styles, abilities, and disabilities and their implications for instruction; recognizing strategies for creating a climate that promotes the belief that all children can learn and succeed; identifying methods for leading and supporting teams that are committed to student learning; utilizing effective strategies for promoting staff learning and development; understanding the importance of technology for teaching, learning, and managing the learning environment; and applying skills in evaluating instructional programs and models of instruction.

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Understand the importance of creating a dynamic, innovative, constantly improving learning environment.

Includes recognizing strategies for fostering a responsible risk-taking environment; demonstrating an awareness of current trends and reform initiatives in education; recognizing the importance of encouraging reflective practice for self, staff, schools, and the district; identifying the reasons and procedures for undertaking research projects; analyzing methods for empowering other administrators, teachers, students, and parents/guardians to be leaders in the school community; demonstrating knowledge of multiple approaches to group dynamics and process skills; demonstrating an understanding of the uses of peer collaboration (among staff at all levels); and applying the skills necessary to manage for high-quality results for students.