



Education and Training

Pathway: Administration and Administrative Support

Code	Topic	Course	Knowledge and Skill	Performance Element	Measurement Criteria	
EDPA01.01	Instructional Leadership	#13: Organization and Theory of Administration and Leadership #17: Supervision of Instruction #19: Instructional Leadership and Management	Synthesize cutting-edge knowledge and trends to enlist support for a vision of success for all learners.	Construct a vision of success to inspire all learners and stakeholders.	Identify learning goals appropriate for a pluralistic society.	
					Integrate needs and characteristics of diverse learners.	
					Describe the educational organization as a complex social, cultural, and economic system.	
				Apply theories and strategies of social and organizational change.	Explain the ways that data-based research strategies and strategic planning inform the vision.	
						Utilize multiple means of communication.
				Communicate a vision of success to inspire all learners and stakeholders.	Formulate motivational strategies.	
						Cite data that predicts success of implementation plans and processes.
				Construct plans and processes to implement vision.	Utilize persuasive communication.	
						Establish a data-driven system for monitoring and evaluating realization of vision.
						Revise vision based on data-based evaluation.
				Steward a vision of success to motivate all learners and stakeholders to share the vision.	Express a commitment to continuous improvement.	
						Design short- and long-term plans.
Plan strategies to promote stakeholder involvement.	Utilize clear, honest communication regarding progress with vision.					



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EDPA01.02	Instructional Leadership	#8: Cultural Diversity in Education and Training #11: Managing the Learning Environment #17: Supervision of Instruction	Foster a positive organizational culture to promote a climate conducive to learning.	Plan strategies to assess the learning climate.	Utilize multiple methods.
					Analyze subgroup data.
				Use context-appropriate strategies to capitalize on diversity.	Address language diversity.
					Address disabilities.
					Address gender.
				Address race and ethnicity.	
				Address socio-economic status.	
EDPA01.03	Instructional Leadership	#10: Instructional/Educational Technology #16: Education Finance #17: Supervision of Instruction #20: Assessment of Learner Achievement	Facilitate instructional programs to meet organizational objectives.	Construct an organizational profile to describe learner needs.	Explain diverse needs of learners.
					Explain performance standards.
				Evaluate instructional programs to determine alignment with organizational objectives.	Utilize multiple measurement and assessment strategies.
					Explain alignment with organizational objectives.
				Use technology and information systems to meet instructional objectives.	Integrate use of technology and information systems into each instructional program.
					Utilize technology and information systems to monitor success of instructional programs.
				Provide appropriate resources to support instructional programs.	Consult instructional staff regarding program needs.
	Identify multiple sources of resources.				
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EDPA01.04	Instructional Leadership	#14: Fundamentals of Curriculum Planning #16: Education Finance #17: Supervision of Instruction	Facilitate instructional practice to meet organizational objectives.	Construct a profile of learner performance to assess needs of learners.	Utilize appropriate research strategies.
					Analyze differences among subgroups.
				Employ strategies to promote research-based instructional practice.	Identify data-based, effective practice strategies.
					Explain alignment between practices and human development theory.
					Explain alignment between practices and learning theories.
					Explain alignment with individual differences.
				Assist instructional staff in understanding and applying effective practices for teaching and learning.	Consult instructional staff regarding needs for increased knowledge and skills.
					Plan in-service opportunities.
					Explain alignment between in-service topics and organization vision.
					Explain alignment between in-service topics and reflective practice research.
					Explain alignment between in-service topics and learner performance data.
					Explain alignment between in-service processes and adult learning theory and practice.
					Monitor implementation of effective practices following in-service opportunities.
				Express a commitment to lifelong learning.	
				Provide appropriate resources to support effective practices for teaching and learning.	Consult instructional staff regarding needed instructional resources.
					Identify multiple sources of resources.



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EDPA02.01	Managerial Leadership	#17: Supervision of Instruction	Guide personnel to meet organizational and personal objectives.	Plan strategies to enhance personnel performance.	Explain alignment with organizational and personal objectives.
					Cite past performance.
					Employ authentic problems and tasks.
					Cite learner performance.
					Utilize multiple strategies.
				Motivate personnel to meet organizational and personal objectives.	Explain alignment with adult learning theories and practices.
					Develop means to monitor individual progress.
					Describe high standards.
					Express a commitment to the worth of all individuals.
					Communicate expectations clearly to personnel.
EDPA02.02	Managerial Leadership	Academic Courses #16: Education Finance #17: Supervision of Instruction	Manage operations to meet organizational objectives.	Use data to make decisions.	Communicate clearly to personnel the positive and negative consequences of behavior.
					Apply positive and negative consequences of behavior fairly and consistently.
					Collect qualitative data.
					Collect quantitative data.
					Analyze data.
Interpret research.					
Identify multiple options for action.					
Recommend action based on data.					



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			(CONTINUED)	Construct a strategic plan to guide use of resources.	Reference needs assessment. Consult all personnel. Utilize consensus-building processes. Utilize conflict-resolution processes. Analyze costs and benefits. Prepare written procedures and policies.
				Plan facilities to meet organizational objectives.	Address safety and security. Explain alignment with organizational objectives. Explain alignment with educational goals. Explain adequacy of facilities.
				Secure adequate resources to meet organizational objectives.	Explain organization finance structures and models. Justify strategies to secure adequate funds. Justify strategies to recruit personnel. Justify strategies to retain personnel.
EDPA03.01	Political Leadership	#16: Education Finance #18: Partnerships in Community Relations	Collaborate with stakeholders to meet organizational objectives.	Create stakeholder partnerships to meet organizational objectives.	Engage diverse stakeholders. Apply community relations models. Employ marketing strategies and processes. Utilize a variety of outreach methods. Construct a plan for media relations.
				Respond to stakeholders' needs and interests to engage their participation.	Construct a plan for visibility. Identify various strengths of diverse stakeholders.



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EDPA03.02	Political Leadership	#16: Education Finance #17: Supervision of Instruction #18: Partnerships in Community Relations	Employ advocacy strategies to meet organization and learner needs.	Mobilize stakeholder resources to meet organizational needs.	Utilize resources of multiple stakeholders.
					Explain mutual benefits to stakeholders, organization, and learners.
					Construct plans to meet special needs of organization.
				Use resources to realize organizational vision.	Utilize multiple resources.
					Explain mutual benefits to society, organization, and learners.
					Construct plans to encourage offerings of new resources.
Use organizational resources to respond to community issues of joint concern.	Identify concerns of multiple stakeholders.				
	Explain mutual benefits to stakeholders, organization, and learners.				
EDPA03.03	Political Leadership	#15: Education Law #16: Education Finance #17: Supervision of Instruction #18: Partnerships in Community Relations	Negotiate within political, social, economic, legal, and cultural contexts to meet organizational objectives.	Monitor political, social, economic, legal, and cultural contexts to promote realization of organizational vision.	Describe contextual issues, trends, and potential changes.
					Communicate contextual issues, trends, and potential changes to stakeholders.
				Influence political, social, economic, legal, and cultural contexts to promote realization of organizational vision.	Engage decision makers representing larger contexts in dialogue.
					Engage stakeholders in advocating for organization-friendly political, social, economic, legal, and cultural policies.



Code	Topic	Course	Knowledge and Skill	Performance Element	Measurement Criteria
			(CONTINUED)	Explain the relationship of political, social, economic, legal, and cultural contexts to organizational objectives.	Explain intersection of larger contexts and institutional objectives. Analyze causes of contextual barriers to organizational vision. Explain related contextual norms and values. Analyze ways that policies of larger contexts affect organizational vision.

Courses 1-11 represent the knowledge and skills statements from the Teaching/ Training career pathway.