**Tennessee State University Educational Leadership**

**Master of Education**

**Comprehensive Examination Study Guide**

Below are some general guidelines to help prepare for the written examination.

1) This is a comprehensive examination- students need to demonstrate a culmination of their learning in Master of Education Degree Program.

2) Evaluation will be based on five areas: 1. Quality & Quantity of Detail, 2. Complexity of Ideas, 3. Organization, 4. Fluency and Length of Response, and 5. Correctness in Grammar, Word Usage and Punctuation.

3) Students are expected to appropriately cite different scholarly sources. Full references will not have to be memorized, only name and date of citation will be needed (e.g.,

“Smith (2015)”.

4) Make sure you respond to all questions. It is recommended that students utilize headings and sub-headings to add clarity and organization to their responses.

5) Make sure you answer all parts of each question.

6) Make sure responses are thorough and comprehensive. Shallow or surface level responses are not appropriate.

7) Begin preparing for your examination early. Dedicate considerable time for studying.

**PART 1: EDUCATIONAL LEADERSHIP STANDARDS**

1) Review Tennessee Instructional Leadership Standards. Please visit the following web link:

https://www.tn.gov/content/dam/tn/stateboardofeducation/documents/policies/5000/5.106%20Tennessee%20Instructional%20Leadership%20Standards%20Policy%207-27-18.pdf

2) You may also review Professional Standards for Educational Leaders. Please visit the following web link:

<http://www.npbea.org/wp-content/uploads/2017/06/Professional-Standards-for-Educational-Leaders_2015.pdf>

**PART 2: REVIEW AREAS**

You will be tested in five areas: (1) Philosophy and Introduction to Educational Administration,

(2) Instructional Leadership, (3) School and Community Relations, (4) Human Resources

Management, and (5) Educational Law.

**PHILOSOPHY AND INTRODUCTION TO EDUCATIONAL ADMINISTRATION**

1) What is Leadership? What is the difference between management and leadership?

2) Why is leadership Important?

3) Understanding of your epistemology and how it affects how you lead.

4) What should you consider when making an ethical decision?

5) Understanding of School Reform.

a. Types of School Reform

6) Understanding of diversity (socio-economic, cultural identity, sexual identity, prejudice and discrimination.

7) Understanding of Organizational Structure.

a. Understanding of formal and informal.

b. Key players in the educational system

c. Roles and responsibilities

8) Understanding of the Scientific Management Movement and the Human Relations Movement.

9) Understanding of the various leadership styles such as authoritarian leadership style, paternalistic leadership style, democratic leadership style, laissez-faire leadership style, transactional leadership style, servant leadership style, and visionary leadership style.

10) Leadership Theories (Theory X and Theory Y (McGregor), Path-Goal Theory (House) Ohio State Studies (Fleishman), The New Managerial Grid (Blake Morton), Situational Leadership (Hershey and Blanchard), Michigan Studies (Likert).

11) Understand the difference between transactional and transformational leadership.

12) Traits of Successful leaders.

13) Understanding of Theories of Andragogy and Perspective Transformation.

14) Understanding of Bloom’s Taxonomy.

15) Understanding of Theories of Intelligence.

16) Understanding of culture and climate and what influence the culture and climate can

have on the educational organization.

**INSTRUCTIONAL LEADERSHIP**

1) Understanding of Instructional Supervision.

2) Understanding of the Supervision Cycle (Pre-observation Conference, The Classroom Observation, the Post Observation Conference).

3) Understanding of career stages, motivation, and peer coaching.

4) Understanding of Supervising, Research, and Portfolios and Mentoring.

5) Understanding of how to confront marginal teaching.

6) How to provide appropriate professional development.

**HUMAN RESOURCES ADMINISTRATION**

1)Understanding of the Legal Issues and the Human Resource Function.

a. Responsibilities of the federal and state government

b. Title VII of the Civil Rights Act

c. Americans with Disabilities Act

d. Age Discrimination

e. Discrimination based on sex

f. Sexual Harassment

g. Hostile Work Environment

2) Understanding of Strategic Planning and the Human Resources Function.

a. Writing S.M.A.R.T Objectives

b. Gap Analysis

c. Human Resource Inventories

d.Enrollment Projections, and

e. Forecasting.

3) Understanding of the Recruitment Process

a. Writing the Job Analysis and Job Description

b. Recruitment Methods

c. Sources to identify a Qualified Applicant Pool

4) Understanding of the Selection and Screening Process

a. Establishment of the Selection Criteria

b. How to Sort and Review Applications

c. The interview process

d. Types of Interviews and Questions

e. Legal considerations in the selection process

5) Understanding of New Teacher/Employee Induction and Mentoring and High Quality Teacher Induction Programs.

6) Identification of Teacher Leaders

a. Knowledge of Teacher Leader Standards

7) Understanding of the elements of Professional Development.

a. Identifying the Needs of Your Staff

b. Staff Development from Classroom Observations

c. Staff Development based on Performance Needs and Evaluation

d. Developing Appropriate Professional Development Plans

8) Understanding of the models of administrator and teacher evaluations

a. The Performance Evaluation Plan

b. The performance evaluation process

9) Understanding of Compensation and RIF

10) Understanding of the termination process.

a. Grounds for terminating a tenured or non-tenured employee.

b. Procedural Due Process of tenured employees

c. Six steps of the termination process

**SCHOOL AND COMMUNITY RELATIONS**

1.Understanding the importance of school and community relations and the role of the school leader, faculty, and staff in maintaining positive relations.

2. Understanding of how the demographic characteristics of a local community affect schools and affect the development, implementation, and evaluation of school policies, programs, and practices.

3. Understanding of community power structures and the necessary skills to identify and analyze local power structures.

4. Understanding of the importance of a healthy relationship between schools and the various communities it serves by providing multiple ways to increase communication effectiveness and build more effective community relations with both internal and external audiences.

5. Understanding how to effectively communicate with the media and in a crisis.

6. Understanding how to develop an effective media campaign on special issues.

7. Understanding how to effectively utilize various media outlets to better communicate with the community.

8. Understanding of current social, economic, and political forces that affect educational organizations.

9. Understanding how to implement effective marketing strategies for schools.

**EDUCATIONAL LAW**

1. Understanding of the legal framework that affects American public schools, including local, state, and federal control of education, as well as, the structure of the American judicial system.

2. Understanding of legal issues regarding the separation of church and state in public schools.

3. Understanding of public school curricular issues and how they are legally resolved.

4. Understanding the rights and restrictions of regular education students and students with disabilities in public schools.

5. Understanding in legal guidelines for school safety and the importance for all schools to have effective school safety plans

6. Understanding of legal issues involved in school attendance.

7. Understanding of legal issues involved in student discipline.

8. Understanding of the legal issues regarding school desegregation.

9. Understanding the legal issues regarding the confidentiality of student records.

10. Understanding of teachers’ freedoms, such as their 1st Amendment rights, Title IX protections, Title VII protections, teacher privacy, and due process rights.

11. Understanding of the legal issues regarding teacher contracts and teacher dismissal.

12. Understand the legal issues regarding sexual harassment and bullying in schools.

13. Understanding of school workplace issues regarding discrimination in employment and age discrimination.