

**Praxis® Educational Leadership: Administration and Supervision (5411)
Curriculum Crosswalk**

Required Course Numbers															
Test Content Categories															
I. Vision and Goals (19%)															
A. Vision and goals for teaching and learning															
An education leader															
1. Analyzes multiple sources of information and data about current practice prior to developing/revising a vision and goals															
a. selects the appropriate school goal based on data															
b. analyzes data to write a school goal or determines if vision and goals are appropriate															
2. Implements a vision and goals with high, measurable expectations for all students and educators															
a. develops a plan for implementing vision and goals															
b. determines if expectations are measurable, rigorous, and connected to vision and goals															
c. discriminates between vision and goals that are measurable and non-measurable for all students															
3. Assures alignment of the vision and goals to school, local, state, and federal policies															
4. Discusses and asks critical questions of key stakeholders about the purposes of education															
a. formulates appropriate critical questions to ask about the vision and goals															

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b. polls key stakeholders (i.e., students, teachers, aides, parents, school board members, central office administration, superintendent) about the purposes of education (i.e., develop lifelong learners, develop strong citizens) in relation to vision and goals															
B. Shared commitments to implement the vision and goals															
An education leader															
1. Engages staff and community members with diverse perspectives to implement the vision and achieve goals															
a. identifies individuals with diverse perspectives from the internal and external communities															
b. identifies strategies to engage internal and external communities with diverse perspectives to implement the vision and goals															
2. Develops shared commitments and responsibilities among staff and the community for selecting and carrying out effective strategies toward the vision and goals															
a. builds consensus															
b. develops a plan for distributing responsibilities															

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3. Determines and implements effective strategies to assess and monitor progress toward the vision and goals															
4. Communicates the shared vision and goals in ways that facilitate key stakeholders' ability to understand, support, and act on them															
a. selects the appropriate communication strategies for particular stakeholders															
b. assesses the effectiveness of communication strategies															
5. Implements the shared vision and goals consistently															
C. Continuous improvement toward the vision and goals															
An education leader															
1. Uses a data system and multiple sources of data to conduct a needs analysis to identify unique strengths, needs, gaps, and areas of improvement for students and teachers															
2. Uses data-driven decision making, research, and best practices to shape and monitor plans, programs, and activities to achieve the vision and goals															
3. Identifies and addresses barriers to achieving the vision and goals															
4. Implements effective strategies to facilitate needed change															

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5. Engages staff and community stakeholders in planning and carrying out programs and activities															
6. Aligns planning, change strategies, and instructional programs with the vision and goals															
a. outlines a process and criteria to show how planning, change strategies, and instructional programs support the vision and goals															
7. Aligns all resources, including technology, to achieve the vision and goals															
a. outlines a process and criteria to demonstrate how resources support achievement of the vision and goals															
8. Monitors evidence about progress systematically and revises plans, programs, and activities as needed															
a. develops a process that systematically monitors progress toward the vision and goals															
II. Teaching and Learning (25%)															
A. Building a professional culture															
An education leader															
1. Develops a shared understanding of and commitment to high standards for all students															

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and to closing achievement gaps															
a. creates a culture of high expectations for all students															
b. identifies achievement gaps															
c. develops plans to reduce gaps															
2. Guides and supports job-embedded, standards-based professional development that meets the learning needs of all students and staff															
a. develops processes to support teacher’s growth and interests to support student learning															
b. analyzes situations and recommends appropriate teaching and learning practices															
3. Models openness to change and collaborative processes															
a. collaborates with all stakeholders to discuss the need for change															
b. demonstrates a willingness to change own position on an issue															
4. Creates structures, procedures, and relationships that provide time and resources for a collaborative teaching and learning community															
a. promotes mutual benefits and distribution of responsibility and accountability among the teaching and learning community															

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b. promotes collaborative teaching and learning opportunities															
c. involves students as appropriate in school improvement teams and processes															
5. Creates opportunities and a safe environment in which the staff can examine their own beliefs, values, and practices about teaching and learning															
a. provides a safe environment for teachers to express their beliefs and ideas															
b. provides opportunities for teachers to take appropriate risks for improving teaching and learning															
6. Provides ongoing feedback to teachers using data and evaluation methods that improve practice and student learning															
a. develops a process to provide feedback (e.g., co-teaching, peer coaching, classroom walkthroughs) to increase teacher effectiveness and student performance															
b. participates in collaborative data analysis (e.g., evaluates student work, disaggregates test scores) to increase teacher effectiveness and student performance															
7. Guides and monitors individual teacher professional development plans and progress for continuous improvement of teaching and learning															

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B. Rigorous curriculum and instruction															
An education leader															
1. Develops a shared understanding of rigorous curriculum and standards-based instructional programs															
a. creates a culture supporting rigor and relevance in curriculum and instruction for all stakeholders															
b. ensures school-wide practices and programs focus on a rigorous curriculum and standards-based instruction															
c. collaborates with teachers to develop and maintain an instructional program that ensures the standards-based curriculum is delivered															
2. Works with teams, including teachers and other instructional staff, to analyze student work and monitor student progress															
3. Reviews and monitors curricular and instructional programs to ensure student needs are met															
a. identifies student needs															
b. develops plans to meet and monitor identified needs through appropriate curricular and instructional practices															
4. Provides coherent, effective guidance of rigorous curriculum and instruction															

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a. engages actively in appropriate cross-disciplinary efforts to horizontally and vertically align curriculum and instruction															
5. Assures alignment of curriculum and instruction, student assessments, program evaluation methods, and professional development to content standards															
a. analyzes school improvement documents to ensure these elements are met and linked together systemically															
6. Assists teachers with differentiated teaching strategies, curricular materials, educational technologies, and other resources															
7. Ensures diverse needs of each student are addressed															
a. uses data to determine student needs															
b. identifies and accesses resources that are available and needed by involving all stakeholders															
8. Provides all students with preparation for and access to a challenging curriculum															
a. monitors instructional practices and student progress to assure that all students are prepared for and have access to a challenging curriculum															
9. Identifies and uses rigorous research- and data-based strategies and practices in ways that close opportunity and achievement gaps															

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a. leads staff in implementing strategies and monitoring effectiveness to close opportunity and achievement gaps															
10. Conducts frequent classroom and school visits and observations to provide constructive and meaningful feedback to faculty and staff															
a. Develops a plan for frequent classroom and school visits to provide meaningful feedback															
C. Assessment and accountability															
An education leader															
1. Uses assessment and accountability systems to improve the quality of teaching and learning															
a. guides ongoing analyses of data about all students and subgroups to improve instructional programs															
2. Analyzes multiple sources of data, including formative and summative assessments, to evaluate student learning, effective teaching, and program quality															
3. Interprets and communicates data about progress toward vision and goals to the school community and other stakeholders															
4. Supports teachers in development of classroom assessments that are frequent, rigorous, and aligned with the school's curriculum, and provides meaningful feedback for instructional purposes															

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a. develops a plan that provides opportunities for collaboration and feedback about classroom assessments															
III. Managing Organizational Systems and Safety (14%)															
A. Managing operational systems															
An education leader															
1. Develops short-term and long-range strategic plans and processes to improve the operational system															
2. Develops a process to ensure compliance with local, state, and federal physical plant safety regulations															
3. Facilitates communication and provides for data systems that ensure the timely exchange of information															
4. Acquires equipment and technology and monitors its maintenance and appropriate use															
a. develops a plan for acquisition and maintenance of equipment and technology															
b. creates an appropriate use policy and monitors compliance															
B. Aligning and obtaining fiscal and human resources															
An education leader															
1. Allocates funds based on student needs within															

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Test Content Categories															
the framework of local, state, and federal regulations															
a. develops and monitors a budget process that involves appropriate stakeholders															
2. Implements effective strategies to recruit and retain highly qualified personnel															
3. Assigns personnel to address student needs, legal requirements, and equity goals															
4. Conducts personnel evaluations that enhance professional practice in accordance with local, state, and federal policies															
5. Seeks additional resources needed to accomplish the vision															
C. Protecting the welfare and safety of students and staff															
An education leader															
1. Ensures a safe environment by proactively addressing challenges to the physical and emotional safety and security of students and staff															
a. develops and implements a plan that involves appropriate stakeholders to ensure a safe teaching and learning environment															
b. conducts ongoing reviews of the plan															
2. Advocates for and oversees counseling and health referral systems that support student learning and welfare															

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a. identifies counseling and health needs of students to support student learning and welfare															
b. takes steps to meet the identified needs															
3. Involves teachers, students, and parents in developing, implementing, and monitoring guidelines and norms of behavior															
4. Develops with appropriate stakeholders a comprehensive safety and security plan															
a. conducts ongoing reviews of the plan															
5. Identifies key emergency support personnel in and outside of the school															
a. identifies and documents key emergency support personnel in and outside of the school															
b. communicates the information about key emergency support and school personnel to appropriate parties															
6. Communicates with staff, students, and parents on a regular basis to discuss safety expectations															
a. documents communication of safety expectations to staff, students, and parents															
IV. Collaborating with Key Stakeholders (13%)															
A. Collaborate with families and other community members															

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An education leader															
1. Accesses and utilizes resources of the school, family members, and community to affect student and adult learning, with a focus on removing barriers to learning															
a. collaborates with key stakeholders to utilize resources and assure barriers to learning are removed															
b. integrates a variety of programs and services, fully engaging the school and the entire community															
2. Involves families in decision making about their children’s education															
3. Uses effective public information strategies to communicate with families and community members (e.g., email, night meetings, multiple languages)															
a. understands and models the need for two-way communication															
4. Applies communication and collaboration strategies to develop positive family and local community partnerships, including recognizing and celebrating educational success															
a. organizes internal and external venues and practices to celebrate the school and student success															

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5. Utilizes appropriate strategies for communicating effectively with the media															
a. uses a communication plan shared with key stakeholders															
b. demonstrates an ability to communicate with the media															
B. Community interests and needs															
An education leader															
1. Identifies key stakeholders within the school community, including individuals and groups with competing perspectives															
2. Engages with the local community in a proactive manner															
a. participates, actively and regularly, in a variety of community events as a school community representative															
b. advocates for the school within the community															
3. Uses appropriate assessment strategies and research methods to understand and accommodate diverse student and community dynamics															
a. accesses a variety of information sources to continuously learn more about the community and to develop an awareness of trends															
4. Utilizes diversity representative of the															

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community to strengthen educational programs and planning															
a. involves members of diverse community groups in all school planning and improvement efforts															
5. Demonstrates cultural sensitivity and competence by engaging communities in shared responsibilities that improve education and achievement of all students															
C. Maximizing community resources															
An education leader															
1. Collaborates with community agencies that provide health, social, and other services to families and children															
2. Develops mutually beneficial relationships with business, religious, political, and service organizations to share both school and community resources such as buildings, playing fields, parks, and medical clinics															
a. identifies and documents the relationships and ensures equitable and open access to all groups in all venues as required or legally permissible															
3. Uses resources from the community appropriately and effectively to support student learning															
a. evaluates the effective use of current															

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community resources in support of student learning															
4. Seeks community support to sustain existing resources and identifies additional resources as needed															
a. provides information to the community about the benefit of existing and needed resources															
b. identifies and solicits community resources to support student learning															
V. Ethics and Integrity (16%)															
A. Ethical and legal behavior															
An education leader															
1. Models personal and professional ethics, integrity, justice, and fairness, and expects the same of others															
a. behaves in a trustworthy manner															
b. recognizes when ethics have been breached and takes appropriate action															
c. holds self and others accountable for ethical behavior															
2. Ensures and monitors the use of appropriate systems and procedures to protect the rights and confidentiality of all students and staff															
3. Uses the influence of the position to enhance education and the common good (e.g., social															

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Test Content Categories															
justice)															
4. Reinforces transparent (open) decision-making practices by making data and rationales explicit															
a. communicates reasons for decisions as appropriate															
b. develops a plan to facilitate an open decision-making process															
c. disseminates data in a transparent or open manner within legal constraints															
B. Personal values and beliefs															
An education leader															
1. Demonstrates respect for the inherent dignity and worth of each individual															
2. Models respect for diversity and treating others equitably															
3. Establishes and maintains an open and inclusive school community															
4. Uses a variety of strategies to lead others in safely examining deeply held assumptions and beliefs that may conflict with the school's vision and goals															
a. assesses the school culture to determine if there are negative deeply held assumptions and beliefs that could impact teaching and learning															
5. Challenges assumptions and beliefs															

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respectfully as they may adversely affect students and adults															
a. recognizes factors that may adversely affect students and adults and takes appropriate action															
b. assesses the school culture to determine if there are negative deeply held assumptions and beliefs that could impact students and adults															
C. High standards for self and others															
An education leader															
1. Reflects upon own work, analyzes strengths and weakness, and establishes goals for professional growth															
a. develops a personal plan for professional growth and development															
2. Models and encourages continuous professional growth															
3. Administers educational policies equitably and legally															
4. Refocuses attention on vision and goals when controversial issues arise															
a. develops a process that involves all stakeholders on refocusing attention on vision and goals															
5. Holds others accountable for ethical behavior															

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VI. The Education System (13%)															
A. Professional influence															
An education leader															
1. Facilitates constructive discussions with the school community about local, state, and federal laws, policies, regulations, and statutory requirements															
a. explains policies and regulations to the school community															
b. listens to questions and problems and interacts with the school community to increase understanding															
2. Develops relationships with stakeholders and policymakers to identify, respond to, and influence issues, trends, and potential changes that affect the context and conduct of education															
3. Advocates for equity and adequacy in providing for students and families' needs (educational, physical, emotional, social, cultural, legal, and economic) to meet educational expectations and policy requirements															
B. Managing local decisions within the larger educational policy environment															
An education leader															

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Test Content Categories															
1. Communicates data about educational performance to inform decision making and improve policy															
a. engages in appropriate lobbying and political activism to communicate data about educational performance to inform decision making and improve policy															
2. Communicates effectively with key decision makers to improve public understanding of local, state, and federal laws, policies, regulations, and statutory requirements															
3. Advocates for excellence and equity in education															