Summer 2007

Comprehensive Examination for
Candidates of Masters & Educational Specialist Degrees in Educational Leadership

DIRECTIONS: Answer a total of four (4) questions. Each question is of equal value.
Be sure to cite relevant literature, court cases, and expert opinion in your response to each question as appropriate.

Question 1 — Finance

Be sure to cite relevant literature, court cases, and expert opinion in your responses as appropriate.

Answer both parts:
A. Name the four major elements of the FEFP and explain how each serves to equalize educational opportunities for Florida students.
B. Which of the major philosophical school finance plans does the FEFP most closely resemble?

Question 2 — Technology

Be sure to cite relevant literature, court cases, and expert opinion in your responses as appropriate.

In order to facilitate and encourage the meaningful and effective integration of technology into the schools, educators and community members must collaborate to create a formal technology plan. Development of a plan for using technology to support education reform means more than providing for the acquisition of computers and software. A successful technology plan must promote meaningful learning and collaboration, provide for the needed professional development and support services, and respond to change.

Your supervisor has directed you to begin development of a new technology plan for your school (specify level – elementary, middle, or secondary). Outline how you would proceed including purpose, stakeholders, time line, and anticipated deliverables.
Question 3 — Supervision

*Be sure to cite relevant literature, court cases, and expert opinion in your responses as appropriate.*

Summarize Maslow's theory of human needs. Include the essential features of his theory in your discussion. Then develop an argument drawn from Hersey and Blanchard's theory as to the consideration towards Maslow's theory in the situational leadership/supervision model.

Question 4 — General Administration

*Be sure to cite relevant literature, court cases, and expert opinion in your responses as appropriate.*

Trace the history and major movements of educational leadership of organizations from the early 1900's to today. Identify at least 5 theorists/researchers during this time period who you believe were critical to developing the expectations of school leaders in 2007.

Question 5 — Law

*Be sure to cite relevant literature, court cases, and expert opinion in your responses as appropriate.*

Peter Principal, was the top school administrator at Rebel Yell High School. The South Carolina school consisted of a population that was approximately 75% Caucasian, 22% African American, and 3% other minorities. Many of the students were direct descendants of Civil War veterans. While this was an "old country school", Mr. Principal was very proud that his students mixed well together and there were no racial tensions. Most football games and events went without incident, and interracial friendships abounded. One day, while on supervision duty during lunch, Peter noticed two boys quietly talking in the courtyard of the school. One of the students, Robert Lee, who frequently participated in local Civil War reenactments during the summer, pulled a small confederate flag from his pocket and showed it to the other boy, Jeremiah Grant. Fearing that the display of the flag would irritate the black students and cause racial disharmony in his school, he went quickly to the boys and confiscated the flag. He escorted Lee and Grant to his office promptly suspended them, and instructed Lee not to bring the flag to school again. Robert's parents were proud of their son's interest in American history, and participation in Civil War Reenactments, and were outraged. Discuss legal implications of this incident.
Spring 2007
Comprehensive Examination for
Candidates of Masters & Educational Specialist Degrees in Educational Leadership

DIRECTIONS: Answer a total of four (4) questions. Each question is of equal value.
Be sure to cite relevant literature, court cases, and expert opinion in your response to each question as appropriate.

Question 1 — Finance
Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

Please answer both parts of this question.

A. Outline the major components of the FEFP.

B. List the four major Funds at the District level and give one example of an appropriate expenditure from each.

Question 2 — Technology
Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

David Warlick, a respected educator and technologist, recently stated, “The seemingly viral spread of communications across the planet astounds us all, especially as people living in villages without running water walk around with cell phones and surf the Net with battery-powered notebook computers connected wirelessly to the WWW. We are communicating with each other in ways that would have seemed pure science fiction only a few years ago, and the sheer vastness of information boggles the mind.”

A. Respond to the above statement from the perspective of an educational leader who is informed about emerging technologies and their impact on education.

B. As an educational leader, how would you (a) utilize information technology in carrying out the role of assistant principal or principal, and (b) challenge your faculty members to integrate technology into the curriculum in a meaningful and productive way? Be specific. Include examples or illustrations.
Question 3 — Supervision

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

A national study (Osteen, 1994) found that one factor that contributed to teachers dropping out of the field of education was the teachers’ lack of control over educational decisions and classroom autonomy. Recent news articles (Florida Today, Feb.8), support this view as an ongoing problem.

Select and describe three motivational theories. Discuss the implications of these theories for motivating teachers towards becoming effective instructional personnel.

Question 4 — General Administration

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

Scenario:
You are a principal of a school whose state grade is a B. In 2006 a significant number of your students who had previously scored at levels 3, 4, and 5 regressed to levels 2, 3, and 4, respectively. In contrast you had a gain in the number of students moving from levels 1 and 2 to level 3.

Identify the problem, and develop a strategy for addressing this situation that you would have used during the 2006-7 school year.

Question 5 — Law

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

A Dade County High School physical education teacher had her students performing some gymnastic exercises during class. In the middle of class, the teacher remembered that she had left her grade book in her office and left the gymnasium for a few minutes to retrieve it. She instructed her students to continue, and, in her absence, one student fell off the balance beam and was injured.

Discuss:
  a. The legal issues in this scenario.
  b. May the teacher be sued personally? Why?
  c. What must the attorney for the student prove in court in order to be successful in a legal action?
Question 1 — General Administration

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

As an educational leadership master's degree graduate you may decide to pursue an assistant principal position. Organizational theories, research, and writings should guide your leadership. Convince an interview panel that you are the best candidate for the position by drawing upon five theories, research studies, or concepts.

1. identify the position that you are interviewing for,
2. describe and discuss those theories, research findings, or concepts that will inform your leadership style, and
3. elaborate by explaining why you expect these will be most useful to you as a school leader.

Question 2 — Law

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

Please respond to the following scenario.

Lucy and Desi Ricardo are recently divorced and not on good terms. Mrs. Ricardo has custody of their third grade child, little Ricky, who is a student in the Florida public elementary school where you are principal. Lucy has told you that she has legal custody of the child and that Desi, little Ricky’s father, is not to see nor speak with the child. Furthermore, she emphatically tells you that Mr. Ricardo is not to see any of the child’s school records.

A. What are the legal rights of Desi Ricardo, the father, in this matter?
B. What federal and/or state statutes apply to this scenario?
C. What should be your response to Lucy Ricardo’s directions?
Question 3 — Finance

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

Please answer both parts of this question.

A. Outline the major components of the FEFP.

B. List the four major Funds at the District level and give one example of an appropriate expenditure from each.

Question 4 — Supervision

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

Discuss the concept of adult life-span development as such relates to personnel supervision. Include references to theories and research such as those of Erikson, Osteen, Piaget, etc., as well as models by Hersey and Blanchard in your discussion.

Question 5 — Technology

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

David Warlick, a respected educator and technologist, recently stated, “The seemingly viral spread of communications across the planet astounds us all, especially as people living in villages without running water walk around with cell phones and surf the Net with battery-powered notebook computers connected wirelessly to the WWW. We are communicating with each other in ways that would have seemed pure science fiction only a few years ago, and the sheer vastness of information boggles the mind.”

A. Respond to the above statement from the perspective of an educational leader who is informed about emerging technologies and their impact on education.

B. As an educational leader, how would you challenge your faculty members to (a) integrate technology into the curriculum in a meaningful and productive way? Be specific. Include examples or illustrations.
SUMMER 2006
Comprehensive Examination for
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Educational Leadership

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Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

Question 1 — General Administration

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

As a principal of a public K-12 school, your students have not met Annual Yearly Progress (AYP) in any of the student subgroups. Furthermore, your school’s FCAT reading scores look like those in Table 1. FCAT mathematics is similar. Your superintendent has told you that if scores do not improve in the next year you will be recommended for another position, which you take to mean a demotion. Design a plan to rapidly move your school’s student achievement in a positive direction. Support your plan with theory, research, and contemporary literature.

<table>
<thead>
<tr>
<th>Table 1</th>
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<tr>
<td>FCAT Reading</td>
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<tr>
<td>Percent Scoring Level 3 and Above</td>
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<tr>
<td>2003</td>
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<tr>
<td>Grade X</td>
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<td>Grade Y</td>
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<td>Grade Z</td>
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Question 2 — Law

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

Principal Bush was the principal at a large inner city high school. Students walking to school often were approached by drug dealers on the streets. Mr. Bush had already tried to stop the use of drugs in school by cracking down on students in possession of drugs and expelling them from school. Classes emphasized zero tolerance for drugs. Having heard of a school district that was drug-testing athletes, Mr. Bush decided to go one step forward and randomly drug test students taking part in any extracurricular activity. He visited the clubs during meetings and randomly selected four or five students to go to the clinic with him. He observed the male students urinate, while a female nurse observed the female students. A few students tested positive for drugs and were suspended and later expelled. As months went by, Mr. Bush found fewer and fewer students that tested positive for drugs. Proud of his efforts to reduce drug use at school, Mr. Bush published his story in the local newspaper. He was surprised to get a call from a representative of the ACLU. What could the ACLU possibly object to since his school was now more orderly and showed a marked decrease in drug incidents? Since 50% of his students were African American, he thought the ACLU would be happy of his support of the African Americans. Discuss the legal implications of Mr. Bush’s policy.
Question 3 — Finance

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

Please answer both parts of this question.

A. Outline the major components of the FEFP and tell how at least three of components serve the interest of equity in school funding.

B. List the four major Funds at the District level and give one example of an appropriate expenditure from each Fund.

Question 4 — Supervision

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

*Modified Verbatim* is one way of documenting personnel behavior in an organization. Define *Modified Verbatim* and compare and contrast such with *Verbatim*, *Selective Verbatim*, and *Anecdotal Recording*. Discuss the pros and cons of each method of documentation and when its use is most effective. Support your answer with current research and/or literature.

Question 5 — Technology

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

Bitter and Pierson stated in *Using Technology in the Classroom* (2005), “Knowing that information will quadruple within a student’s traditional school experience has teachers asking what skills, concepts, and information will students need as participants within such a society. What knowledge is of such intrinsic value that each child must have and share it?”

a. Respond and react to the above statement in our climate of high stakes testing.

b. As an educational leader, how would you challenge and motivate your faculty members and staff to (a) integrate technology into the curriculum in a meaningful and productive way? How can we teach the “basics” and still challenge students to be thinkers, problem solvers, and creators? Be specific and include examples or illustrations.
SPRING 2006
Comprehensive Examination for
Candidates of Masters & Educational Specialist Degrees in
Educational Leadership

DIRECTIONS:
Answer a total of four (4) questions. You must respond to Question 1. Then select three (3) from the remaining questions. Each question is of equal value.
Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

Question 1 — General Administration

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

Accountability for student achievement has been increased. As a school leader, describe how you will use motivation, leadership, decision making, and other theories to be successful.

Question 2 — Law

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

Peter Principal, was the top school administrator at Rebel Yell High School. The South Carolina School consisted of a population that was approximately 75% Caucasian, 22% African American, and 3% other minorities. Many of the students were direct descendants of Civil War veterans. While this was an "old country school", Mr. Principal was very proud that his students mixed well together and there were no racial tensions. Most football games and events went without incident, and interracial friendships abounded.

One day, while on supervision duty during lunch, Peter noticed two boys quietly talking in the courtyard of the school. One of the students, Robert Lee, who frequently participated in local Civil War re-enactments during the summer, pulled a small confederate flag from his pocket and showed it to the other boy, Jeremiah Grant. Fearing that the display of the flag would irritate the black students and cause racial disharmony in his school, he went quickly to the boys and confiscated the flag. He escorted Lee and Grant to his office promptly suspended them, and instructed Lee not to bring the flag to school again. Robert's parents were proud of their son's interest in American history, and participation in civil War Re-enactments, and were outraged. Discuss legal implications of this incident.
Question 3 — Finance

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

You must answer all of the following questions. You may answer them individually or collectively. Single sentence answers may be appropriate in some instances.

Where does the money come from which comprises School Internal Accounts? How may that money be expended? On what items? For whose benefit? Within what time frame must funds of a given student organization be expended? The signatures of which two persons must appear on any Internal Account check? (Be careful) How often must Internal Account money be deposited in the bank? How often is each school to be audited? Which employee must be bonded (insured) in order to deal with Internal Account money? Which employee is ultimately responsible for the proper accounting of the Internal Accounts of a given school?

Question 4 — Supervision

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

School principals and teachers face the difficult task of recognizing low performing students who feel disconnected to the school and course content. Compare and contrast supervisory (leadership) and instructional (teacher) behaviors which are productive toward improving student feelings related to school and course content connectedness. Relate your discussion to increasing student and school performance.

Question 5 — Technology

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

As stated in a recent issue of THE Journal, “...in many ways, we have lost our way. We need to return to fundamental questions about the use of technology in education. If we spent as much time thinking about learning as we do about security and budgets, we could improve our programs.”

c. Respond and react to the above statement.

d. As an educational leader, how would you challenge and motivate your faculty members and staff to integrate technology into the curriculum in a meaningful and productive way? Be specific and include examples or illustrations.
Summer 2005
Comprehensive Examination for
Candidates of Masters & Educational Specialist Degrees in
Educational Leadership

DIRECTIONS:
Answer a total of four (4) questions. You must respond to Question 1. Then select three (3) from the remaining questions. Each question is of equal value.
Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

Question 1 — General Administration

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

As a principal of a public K-12 school, your students have not met Annual Yearly Progress (AYP) in any of the student subgroups. Furthermore, your school’s FCAT reading scores look like those in Table 1. FCAT mathematics is similar. Your superintendent has told you that if scores do not improve in the next year you will be recommended for another position, which you take to mean a demotion. Design a plan to rapidly move your school’s student achievement in a positive direction. Support your plan with theory, research, and contemporary literature.

<table>
<thead>
<tr>
<th>Grade</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
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<tbody>
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<td>22</td>
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<td>17</td>
<td>32</td>
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Question 2 — Law

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

Six weeks prior to the end of the school year, Mrs. Greene reported to the assistant principal that two of her senior female students were seen stealing Mrs. Greene’s purse from the department workroom. When she confronted them, they became abusive and threatened her with physical harm. The assistant principal investigated the incident and found the girls in possession of the teacher’s purse. The students were suspended the maximum number of days but were not recommended for expulsion, because it was so close to the end of the school year. The assistant principal claimed that the process would take so long that the school year would be over prior to its completion. Following their suspension the girls returned to their classes as usual. As the girls entered Mrs. Greene’s class, they smarted off to her about their return to her class. She referred them to the office.
During her lunch period, Mrs. Greene steps into your office and informs you of the situation and states that “those students are not coming back to my class.” She further states that a teacher should not have to put up with abusive students, and that she was suspending them from her class for the remainder of the school year.

As the principal of this school, what would you have done and why? [Include in your discussion appropriate sources of law.]

**Question 3 — Finance**

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

**Scenario One**

You have been the new principal of Glenn High School for about one semester and your parent Academic Booster group is gearing up for their annual fund raiser. Each year this group organizes a magazine sale and the student who sells the most receives a substantial prize. The Academic Booster group is an organization of parents which awards scholarships to several of your graduating seniors each year. They also sponsor the annual academic awards ceremony and dinner each Spring.

Because this is your first year at Glenn you are just learning that the money collected by the students in their sales endeavors is turned over to a member of the Academic Boosters who comes in each morning during the sale. The money is then deposited in a bank account under the name “Glenn Academic Boosters.” According to the bylaws of the Academic Boosters, the money can be spent only by vote of the board of directors of the organization. You have no control over the money nor do you know even how much is in their account.

**Scenario Two**

You have been the new principal of Glen High School for about one semester and you learn that your parent Academic Booster group has a lucrative fund raising program. The Academic Booster group is an organization of parents which awards scholarships to several of your graduating seniors each year. They also sponsor the annual academic awards ceremony and dinner each Spring. For their fund raising program they have contracted with the local professional sports complex to run one of the concession stands at ball games. Because alcohol is served from these concession stands, none of your students is allowed to work. Therefore, the adults in the group take turns working the events (they seem to enjoy it) and the Academic Booster group is paid a portion of the profits by the sports complex. Because of the large number of parents in your Academic Booster group, the rotation is workable and the program has been successful for several years. The money earned by the efforts of these volunteers is deposited in a bank account under the name “Glenn Academic Boosters.” According to the bylaws of the Academic Boosters, the money can be spent only by vote of the board of directors of the organization. You have no control over the money nor do you know even how much is in their account.

(1.) Is there a distinction which can be drawn between these two scenarios?

(2.) Is there an issue in either of these two scenarios that require your attention/action? What action(s) would that be?

(3.) Explain your answer using Florida law.
Question 4 — Supervision

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

School principals face the difficult task of motivating teachers to recognize and better serve low performing students. (A.) Compare and contrast teacher behavior which is counter-productive and that which is productive toward improving student performance. (B.) Discuss strategies for improving instruction and teacher motivation toward improving student performance.

Question 5 — Technology

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

Students today are, in general, more technologically literate and knowledgeable about emerging technologies. Often they also are more demanding; they face different challenges than past generations. Unfortunately, our schools often are blamed for not preparing students for jobs - sending them into the workforce lacking the skills needed to function in a different economy and not preparing them for a knowledge-based society.

As an educational leader, how would you challenge and motivate your faculty members and staff to (a) integrate technology into the curriculum and to (b) better prepare students for our knowledge-based society? Be specific and include examples or illustrations.
DIRECTIONS:
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Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

Question 1 — General Administration
MANDATORY QUESTION

As a principal of a public K-12 school, your students have not met Annual Yearly Progress (AYP) in any of the student subgroups. Furthermore, your school’s FCAT reading scores look like those in Table 1. FCAT mathematics is similar. Your superintendent has told you that if scores do not improve in the next year you will be recommended for another position, which you take to mean a demotion. Design a plan to rapidly move your school’s student achievement in a positive direction. Support your plan with theory, research, and contemporary literature.

### Table 1

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Question 2 — Law

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

Principal Bush was the principal at a large inner city high school. Students walking to school often were approached by drug dealers on the streets. Mr. Bush had already tried to stop the use of drugs in school by cracking down on students in possession of drugs and expelling them from school. Classes emphasized zero tolerance for drugs. Having heard of a school district that was drug-testing athletes, Mr. Bush decided to go one step forward and randomly drug test students taking part in any extracurricular activity. He visited the clubs during meetings and randomly selected four or five students to go to the clinic with him. He observed the male students urinate, while a female nurse observed the female students. A few students tested positive for drugs and were suspended and later expelled. As months went by, Mr. Bush found fewer and fewer students that tested positive for drugs. Proud of his efforts to reduce drug use at school, Mr.
Bush published his story in the local newspaper. He was surprised to get a call from a representative of the ACLU. What could the ACLU possibly object to since his school was now more orderly and showed a marked decrease in drug incidents? Since 50% of his students were African American, he thought the ACLU would be happy of his support of the African Americans. Discuss the legal implications of Mr. Bush’s policy.

**Question 3 — Finance**

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

Please answer both parts of this question.

C. Outline the major components of the FEFP and tell how at least three of components serve the interest of equity in school funding.

D. List the four major Funds at the District level and give one example of an appropriate expenditure from each Fund.

**Question 4 — Supervision**

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

Please answer all three parts.

A. Describe an ideal personnel supervision program and the various processes administered in such.

B. Compare and contrast your ideal program with that which you identify as typical in today’s schools.

C. Identify those processes which are the most critical for improving instruction.

**Question 5 — Technology**

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

Students in our nation’s schools are, in general, quite knowledgeable with regard to “popular” technologies, especially computers, games, music systems, etc – often more knowledgeable than
their teachers and administrators. These students also face many new and different challenges as compared with past generations. Our educational system is often blamed for not preparing students for jobs as well as postsecondary education and for sending them into the workforce lacking the skills needed to function in a changing economy. Often schools are not preparing graduates for a technological and knowledge-based society.

As an educational leader, how would you challenge and motivate your faculty members to (a) use technology and integrate technology into the curriculum and to (b) better prepare students for our knowledge-based society? Be specific, offering examples where appropriate.
Spring 2005

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Question 1 — General Administration

Improving student achievement, staff morale, and parental involvement are expectations for the schools in the school districts to which you are applying for a principalship. Most of the schools have received the grade of "D" and have not met AYP standards. Describe the plans, processes, and strategies you would use to make improvements in each of the identified areas. Support your responses with research, theory, and professional literature from educational leadership course work.

Question 2 — Law

Patty Wagon was an officer for the city of Polaris Police Department for the last five years. She saw an advertisement for a position with the Pegasus School district for a School Resource Officer at the local high school. Tired of shift work, Patty was eager to apply and accepted the position. She had twin daughters that attended that high school and looked forward to helping keep her school safe. She knew of the shootings at Columbine and vowed to never let an incident like that happen in her jurisdiction. The school was a rural school with a population of approximately 2000 students. Patty, in fact, knew many of the students from her daughters' participation in local softball games and events. One day while supervising the cafeteria, Patty saw a boy who lived on the other side of the tracks, take a small cylindrical object from his pocket and hand it to another boy whom she did not know. Patty looked up and noticed that the Assistant Principal, Mr. Randy, was in deep conversation with a senior cheerleader. Deciding that something must be done immediately, Officer Wagon went over to the boys and asked them to accompany her to her office where she told both boys to remove their jackets and shoes. She patted down the jackets and finding nothing, instructed the boys to pull up their shirts so that the waistbands of their pants were visible. The boy from the other side of the tracks had two cigarettes stuck in his waistband. Patty ticketed the boy for possession of cigarettes and sent the boys to lunch. She later reported the incident to Mr. Randy, who promptly suspended the students. Knowing that these students' parents never were involved with the school, he just told them to go home for two days. Discuss the legal implications of the incident.
**Question 3 — Finance**

You are the principal of a high school in Central Florida and wish to purchase a small tractor and several accessories for use at your football field. You know from which dealer you wish to purchase the equipment and have a price quote which totals $16,000. Realizing that this price exceeds the state limit for no-bid public school purchases, the dealer recommends that you break down the order so that the tractor is purchased separately from the accessories — using two separate purchase orders.

A. What is the state law limit for no-bid purchases by public schools?

B. Is the recommendation to make the purchase by using two separate purchase orders a valid and legal one?

C. What should you, as the principal, do in this situation?

**Question 4 — Supervision**

Discuss Hersey and Blanchard’s situational leadership theory along with Erikson’s life span development theory. Include (a) how each of the aforementioned theories complement the other and (b) implications for utilizing these theories during personnel supervision. Support your answer with research and literature.

**Question 5 — Technology**

Our nation’s economic strength and security are related to how well our schools integrate technology into the curriculum. Systematic planning and organization by educational leaders are critical to this goal. Be sure to address both parts (a) and (b).

a. As a principal (you may select the school level if you prefer), how would you work with your faculty members toward the enhancement of technology, its usage, and its integration into the curriculum? Be specific in your recommended strategies and methods.

b. How would you assess the effectiveness of your efforts?
FALL 2004

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Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

Question 1 — General Administration

The district that you are targeting for an administrative position has gone on record as seeking instructional leaders who make measurable differences in student achievement. Describe the professional strategies you will share when going through the hiring process that will make you the number 1 candidate. Support each of your strategies with research, theory, and professional literature from educational leadership coursework including supervision I & II, organization and administration of schools, organization and administration of instructional programs and community school administration.

Question 2 — Law

Peter Principal, was the top school administrator at Rebel Yell High School. The South Carolina School consisted of a population that was approximately 75% Caucasian, 22% African American, and 3% other minorities. Many of the students were direct descendants of Civil War veterans. While this was an "old country school", Mr. Principal was very proud that his students mixed well together and there were no racial tensions. Most football games and events went without incident, and interracial friendships abounded.

One day, while on supervision duty during lunch, Peter noticed two boys quietly talking in the courtyard of the school. One of the students, Robert Lee, who frequently participated in local Civil War reenactments during the summer, pulled a small confederate flag from his pocket and showed it to the other boy, Jeremiah Grant. Fearing that the display of the flag would irritate the black students and cause racial disharmony in his school, he went quickly to the boys and confiscated the flag. He escorted Lee and Grant to his office promptly suspended them, and instructed Lee not to bring the flag to school again. Robert's parents were proud of their son's interest in American history, and participation in civil War Reenactments, and were outraged. Discuss legal implications of this incident.
Question 3 — Finance

A. Which of the major philosophical school finance plans does the FEFP most closely resemble and how do they differ?

B. Name the four major elements of the FEFP and explain how each serves to equalize educational opportunities for Florida students.

Question 4 — Supervision

Providing the developing teacher with feedback drawn from the classroom observation is one way of documenting personnel behavior in an organization. Discuss the Noyer Model in detail, and compare and contrast such with other feedback styles which range from the coaching model to the “terminator.” Discuss the pros and cons of each method of documentation and when its use is most effective.

Question 5 — Technology

Our country’s economic strength and security are closely tied to how well our schools integrate technology into the curriculum. Systematic planning and organization by educational leaders are critical to this goal.

c. As a principal (you may select the school level if you prefer), how would you work with your faculty members toward the enhancement of technology, its usage, and its integration into the curriculum in your school? Include specific strategies and methods.

d. How you would assess the effectiveness of your efforts?
Comprehensive Examination for
Candidates of Masters & Educational Specialist Degrees in
Educational Leadership

DIRECTIONS:
Answer a total of four (4) questions. You must respond to Question 1. Then select three (3) from the remaining questions. Each question is of equal value.

Be sure to cite relevant literature, court cases, and expert opinion in your responses to each question as appropriate.

Question 1 — General Administration

You have been appointed as principal of a school which has been operated poorly for the last few years. The school missed a C grade the last two years. Staff morale is low, parents are disinterested, and student misbehavior is a recurring problem. How would you proceed to make improvements? Use your knowledge of educational leadership including law, finance, personnel, organizational structures, and any other research based knowledge to develop and implement your plan.

Question 2 — Law

Explain the Teacher Tenure Law for the State of Florida. In your explanation please include the following.

A. Under what conditions is a Professional Services Contract granted?
B. What are the procedures for termination of a PSC teacher?
C. If a PSC teacher becomes an administrator within the same school district, what statutory employment protection does that administrator have?
Continued Summer 2004 Comprehensive Examination:

Question 3 — Finance

You are the principal of a high school in Central Florida and wish to purchase a small tractor and several accessories for use at your football field. You know from which dealer you wish to purchase the equipment and have a price quote which totals $16,000. Realizing that this price exceeds the state limit for no-bid public school purchases, the dealer recommends that you break down the order so that the tractor is purchased separately from the accessories -- using two separate purchase orders.

A. What is the state law limit for no-bid purchases by public schools?

B. Is the recommendation to make the purchase by using two separate purchase orders a valid and legal one?

C. What should you, as the principal, do in this situation?

Question 4 — Supervision

A. Define and discuss a model of clinical supervision.

B. Discuss the role of the supervisor within each step of the selected clinical supervision model as the role relates to the respective developmental stages of the personnel member.

C. Compare and contrast the clinical supervision process with the evaluation process and give examples of the appropriate use of each process.

Support your answer with research and current literature.

Question 5 — Technology

Technology provides faculty members with convenient access to professional resources, colleagues, and experts not readily available otherwise. Faculty members, however, must value this asset and have the required technology resources. Outline, in approximately 250-300 words, how you would address (a) the computer and related technology in-service needs of the faculty in your school and (b) their hardware, software, and connectivity needs.
DIRECTIONS:
Answer a total of four (4) questions. You must respond to Question 1. Then select three (3) from the remaining questions. Each question is of equal value.

Be sure to cite relevant literature, court cases, and expert opinion in your responses.

Question 1 — Finance MANDATORY QUESTION

Please answer both parts of the question

A. Which of the six major philosophical school finance plans does the FEFP most closely resemble?

B. Name the four major elements of the FEFP and explain how each serves to equalize educational opportunities for Florida students.

Question 2 — Law

Please answer both parts of the question

A. What process is due to a Florida public school regular education student who is being recommended for expulsion? What is the legal basis for your answer (that means why is the process required)—be specific?

B. What process would be due the student if he or she were an exceptional education student? What is the legal basis for your answer?
Question 3 — General Administration

You are a principal of a school that has improved each year according to Florida’s A+ Accountability Plan. With the implementation of No Child Left Behind, you realize that to meet the adequate yearly progress required you must make some changes. Describe how you will ensure that you meet the expectations of NCLB. Support your strategies with theory, research, or professional literature. You may want to consider leadership theory, motivation, organization, personnel, and data analysis in your response.

Question 4 — Supervision

*Modified Verbatim* is one way of documenting personnel behavior in an organization. Define *Modified Verbatim* and compare and contrast such with *Verbatim, Selective Verbatim*, and *Anecdotal Recording*. Discuss the pros and cons of each method of documentation and when its use is most effective. Support your answer with current research and/or literature.

Question 5 — Technology

Students today are more knowledgeable with regard to technology, especially computers and multimedia systems. They also face many new and different challenges as compared with past generations. Unfortunately, educators are often blamed for not preparing students for jobs as well as postsecondary education - sending them into the workforce lacking the skills needed to function in a growing economy and not preparing them for a knowledge-based society.

As an educational leader, how would you challenge and motivate your faculty members to (a) use technology and integrate technology into the curriculum and to (b) better prepare students for our knowledge-based society? Be specific, offering examples where appropriate.
DIRECTIONS:
Answer a total of four (4) questions. You must respond to Question 1. Then select three (3) from the remaining questions. Each question is of equal value.

Be sure to cite relevant literature, court cases, and expert opinion in your responses.

Question 1 — Finance

Please answer both parts of this question

A. Outline the four major components of the FEFP

B. List the four major Funds at the District level and give one example of an appropriate expenditure from each.

Question 2 — Law

Please respond to the following scenario.

Lucy and Desi Ricardo are recently divorced and not on good terms. Mrs. Ricardo has custody of their third grade child, little Ricky, who is a student in the Florida public elementary school where you are principal. Lucy has told you that she has legal custody of the child and that Desi, little Ricky’s father, is not to see nor speak with the child. Furthermore, she emphatically tells you that Mr. Ricardo is not to see any of the child’s school records.

A. What are the legal rights of Desi Ricardo, the father, in this matter?

B. What should be your response to Lucy Ricardo’s directions?

C. What federal and/or state statutes apply to this scenario?

Question 3 — General Administration

Florida’s A+ Plan of accountability has created great political pressure for all schools to have improvement in student achievement. As a newly appointed principal to a D graded school, what is your plan for becoming an A school? Use your knowledge of personnel, finance, law, organizational structures, professional development, and any other educational leadership related research to develop and implement your plan.
**Question 4 — Supervision**

Please answer all three parts of this question.

Support your answer with research and current literature.

A. Define and discuss a model of clinical supervision.

B. Compare and contrast the clinical supervision process with the evaluation process and give examples of the appropriate use of each process.

C. Discuss the time frame and documentation required of the supervision-evaluation-dismissal process for a Professional Services Contract teacher. Include examples concerned with feedback and feedback tone in your discussion.

**Question 5 — Technology**

Students today are, in general, more “technology-savvy” and more knowledgeable but also more demanding; they face different challenges than past generations. Unfortunately, our schools are often blamed for not preparing students for jobs -- sending them into the workforce lacking the skills needed to function in a changing economy and not preparing them for a knowledge-based society.

As an educational leader, how would you challenge and motivate your faculty members and staff to (a) integrate technology into curriculum and instruction and (b) better prepare students for our knowledge-based society? Be specific, offering examples where appropriate.
COMPREHENSIVE EXAMINATION FOR CANDIDATES FOR THE MASTER'S AND EDUCATIONAL SPECIALIST DEGREES IN EDUCATIONAL LEADERSHIP
Saturday, July 12, 2003
9 a.m. - 12 noon

DIRECTIONS:
Answer a total of four (4) questions. You must respond to Question 1. Then select three (3) from the remaining questions. Each question is of equal value.

Be sure to cite relevant literature, court cases, and expert opinion in your responses.

Question 1 — General Administration

You have been appointed as principal of a school which has been operated poorly for the last few years. The school has been graded D in each of those years. Staff morale is low, parents are not involved, and student misbehavior is increasing. How would you proceed to make improvements? Use your knowledge of educational leadership to develop and implement your plan.

Question 2 — Law

You are the principal of Fly High Public Middle School and take pride in the level of student discipline which you have managed to maintain. The local news media, however, is criticizing you because you suspend too many students (by their standards). In fact, the local school board has been making noises like they would prefer you to suspend fewer students while maintaining the good educational environment which your students and faculty have come to enjoy and expect. One of your colleagues, a principal at another school, tells you that he still sends students home as much as he ever did, but now refers to such as an “at home time-out”, a “voluntary respite” or some other creative name. Besides, reducing the number of reported suspensions, says your colleague, it also reduces the paperwork necessary for a suspension because the parents always agree to having their student receive such a measure of discipline instead of being suspended. You weigh your options and wonder about the legality of such an “alternative” to suspension.

What are the legal ramifications of such measures as “at home time-outs” or “voluntary respites”? Remember the requirements of the Fourteenth Amendment as well as Florida statutes.
Question 3 — Finance

List the four major Funds which are required of public school districts within Florida by statute. In addition, name at least three appropriate expenditures which may be made from each Fund.

Question 4 — Supervision

Describe three models of supervision and compare and contrast each model. Discuss the appropriate use of each of the above models within the educational setting.

Question 5 — Technology

RESPOND TO EITHER A OR B

A. According to Kuttan and Peters in their book, *From Digital Divide to Digital Opportunity* (2003), a widening disparity between information/technology haves and have-nots (the “digital divide”) threatens the prosperity of individuals, businesses, and communities around the world. Clearly, such disparities are evidenced throughout our Florida schools and communities. As an educational leader, describe how you would address this challenge in your school. Be specific and offer justification and rationale for your solutions. Include examples where appropriate.

B. US Secretary of Education Rod Paige recently stated, “By harnessing technology, we can expand access to learning and close the achievement gap in America.” Based on your study of the assets of educational technology, how would you interpret this statement to your faculty? Given your interpretation, how would you proceed, as an educational leader, to challenge your faculty and staff to utilize the assets of technology in the teaching and learning process?
DIRECTIONS: Answer a total of four (4) questions. You must respond to Question 1. Then select three (3) from the remaining questions. Each question is of equal value. Be sure to cite relevant literature, court cases, and expert opinion in your responses.

Question 1 — General Administration  Mandatory Question

Historically, leadership has been defined as working with and through others to achieve organizational goals. Using research, theory, and contemporary literature, support your discussion of what this means for today’s assistant principals.

Question 2 — Law

John Dillinger was a new Administrator in charge of student discipline at a local high school. He was frightened by recent school shootings in other states. His rural school had no previous problems with school violence, in fact the school had been recognized by the school district as having the lowest suspension rate of any school in the school district for the last two years, Mr. Dillinger was on a crusade to ensure school safety. Mr. Dillinger often randomly stopped students in the hallway and asked them to empty their pockets. Ninety-five percent of the time he found nothing, though on occasion he found some cigarettes. John felt that these random stops set a good example, and discouraged them from carrying contraband. On one particular day, during one of his random stops, Mr. Dillinger noticed the student next to the student he stopped, take off and run down the hall. Since the tardy bell was getting ready to ring, Mr. Dillinger followed the student to class and promptly escorted the student to his office where he searched her. She started crying, and stated that she did not possess anything that she should not. Since she was dressed in black, and wore a T-shirt from a heavy metal concert, John assumed that she was lying and searched her purse and backpack. Finding nothing but a pack of gum, he asked her to remove her shoes. Still finding nothing, but sure that she was a drug user from her dress, he continued the search by asking her lift her shirt, so that he could inspect her bra, and he patted her down. She did not possess anything improper. Mr. Dillinger gave the student a pass back to class. The girl's parents were enraged and called the Superintendent threatening a lawsuit. Discuss the legal implications of the incident. Please avoid conclusionary statements and base all of your comments on the law.
Question 3  — Finance

Please answer both parts of the following question:

A. Which of the six major philosophical school finance plans does the FEFP most closely resemble and how?

B. Name the four major elements of the FEFP and explain how each serves to equalize educational opportunities for Florida students.

Question 4  — Supervision

Refer to the figure below which displays the role of the school principal during the supervision and evaluation processes. Describe the supervisory style and documentation style for each role. Compare and contrast the different styles with the subordinate’s behavior and the role of the principal.

A Continuum of a Principal’s Role in Evaluation

Question 5  — Technology

According to Dr. Sylvia Charp, “The current generation of technology-savvy students is more knowledgeable and demanding, but they face many different challenges than past generations. Unfortunately, education is often blamed for not preparing students for jobs - sending them into the workforce lacking the skills needed to function in a growing economy and not preparing them for a knowledge-based society” (THE Journal, February 2003).

As an educational leader, how would you challenge and motivate your faculty members to (a) integrate technology into the curriculum and to (b) better prepare your students for our knowledge-based society? Be specific, offering examples where appropriate.