# Contents

Some Hard Questions About Minimal Competency Testing ........................................ 4
What Can The Secondary School Principal Do To Meet The Needs of Beginning Teachers? .................................................................................. 12
Jimmy L. McCarty
A Fable For Our Time ..................................................................................... 16
J. D. Prince
Several Heads Are Better Than One: The Delphi Technique ................. 18
Bill Ernest
Vocational Education in Alabama’s Secondary Schools ......................... 29
Douglas Patterson
Organization for Administration in the Large Secondary School: Some Reflective Comments for Consideration ........................................ 40
John Masterson
J. Foster Watkins
Research Summaries .................................................................................. 45
Richard Brown, Jr., Editor

Volume 15, Number 1
Fall 1978
The global responsibilities of the principal assist in developing a career development path toward effective, efficient, and functional sharing of responsibilities, making it possible to facilitate decision-making, coordination, and communication. The decisions made in the administration of the organization are expected to be successful.

A good principal must have a participative approach — an accessible, open-door policy, and a participative role. The principal must be present in the school to coordinate and provide leadership in the school. The principal must be accessible to the teachers and the students. The principal must be visible in the school, making it possible to have effective interactions.

The Johnson High School Experience

The Johnson High School is a large secondary school in the larger area of the community. It has been in operation for many years, and it continues to be a model for other schools in the area. Johnson High School is known for its strong academic programs and its emphasis on leadership development.

Leadership: Principals who are involved in the development of the Johnson High School experience are leaders in the Johnson community. The Johnson High School experience includes a strong emphasis on leadership, and leadership is a key aspect of the Johnson High School experience.

In the Johnson High School experience, the principal and the staff work together to create a learning environment that is conducive to student success. The principal is responsible for the overall operation of the school and is directly accountable to the superintendent.

The Johnson High School experience is designed to be a reflection of the Johnson community. It is designed to be a model for other schools in the area, and it continues to be a model for schools across the nation.

The Johnson High School experience is a reflection of the Johnson community. It is designed to be a model for other schools in the area, and it continues to be a model for schools across the nation.
2. Common planning periods for departments and teaching teams:

- Schedule common planning periods for departments and teaching teams to ensure effective coordination and development.
- This strategy helps in aligning the work of different teams, promoting collaboration, and enhancing the quality of instruction.

Organizational Considerations for Secondary Schools:

Improvement Committee:

- The Improvement Committee is responsible for the support areas at Johnson High School. This committee provides leadership and guidance to the department heads, focusing on the development of a comprehensive improvement plan.
- The committee meets regularly to discuss strategies and initiatives aimed at improving the school's performance and student outcomes.

The Importance of Access to College:

- Access to college is a critical component of educational success. It provides students with the opportunity to pursue higher education and prepare for a successful career.
- However, access to college is not equal across all demographics, and efforts are needed to ensure that all students have equal opportunities to attend college.

The Impact of College on Students:

- College attendance has a significant impact on students' lives.
- It not only prepares them for the workforce but also enhances their critical thinking, problem-solving, and leadership skills.

The Role of Faculty Development:

- Faculty development is essential for the continuous improvement of educators.
- It involves providing ongoing professional development opportunities to enhance teaching skills and content knowledge.

The Importance of Collaboration:

- Collaboration among educators is crucial for improving student outcomes.
- It allows for the sharing of best practices, resources, and innovative teaching strategies.

The Impact of Technology on Education:

- The integration of technology in education has transformed teaching and learning.
- It provides students with new tools to engage with content, collaborate with peers, and access a wealth of information.

The Importance of Parent Involvement:

- Parent involvement is a key factor in student success.
- It enhances communication between home and school, supports the educational process, and fosters a strong school-community relationship.

The Importance of Assessment:

- Assessment is crucial for measuring student progress and adjusting instruction accordingly.
- It helps educators identify areas where students may need additional support and adjust teaching strategies to meet their needs.

The Role of Administrators:

- Administrators play a vital role in the leadership and management of schools.
- They are responsible for setting goals, allocating resources, and ensuring that the educational goals of the school are met.

The Importance of School Culture:

- A positive school culture is essential for creating a conducive learning environment.
- It fosters a sense of community, encourages collaboration, and supports student well-being.

The Importance of Student Support:

- Student support services are critical for ensuring that all students have the resources and assistance they need to succeed.
- These services include counseling, academic support, and accessibility services.

The Importance of Community Engagement:

- Community engagement is vital for the success of schools.
- It involves involving community members in the decision-making process and providing opportunities for collaboration and support.

The Importance of Data-Driven Decision Making:

- Data-driven decision making is essential for making informed decisions.
- It involves using data to identify trends, measure progress, and make evidence-based decisions.

The Importance of Professional Development:

- Professional development opportunities are crucial for educators to stay current with educational trends and best practices.
- It allows educators to enhance their skills, knowledge, and effectiveness in the classroom.
Culminating Thematic

of problems and considerations at the operational level.

considered an alternative which would also assist in utilization of local gatherings of the faculty periodically during the school year.

6. General faculty meetings which tend to present problems in the school year.

7. Additional oral faculty instruction could be enhanced by the inclusion of opportunities for interaction and discussion.

8. Self-directed "subunits" which might be dysfunctional.

3. Common planning areas for departments or divisions and teams.