



Graduate School of Education
Penn GSE

Educational Leadership Simulation Development Project

**University Council for Educational Administration
Annual Convention
November 2011**

Presentation Overview

- Overview of project status
 - Key points, considerations, and project highlights
 - Implementation in graduate courses and continuing education/professional development programs
 - Proposed facilitation model (Sample Facilitator Presentation)
 - Further information/Q&A
-

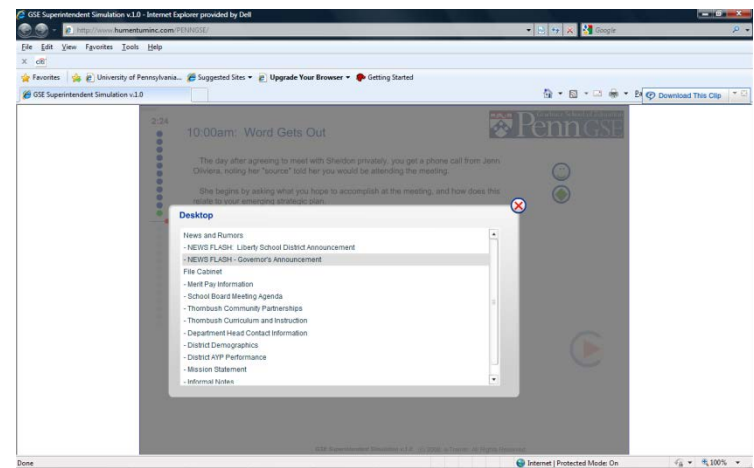
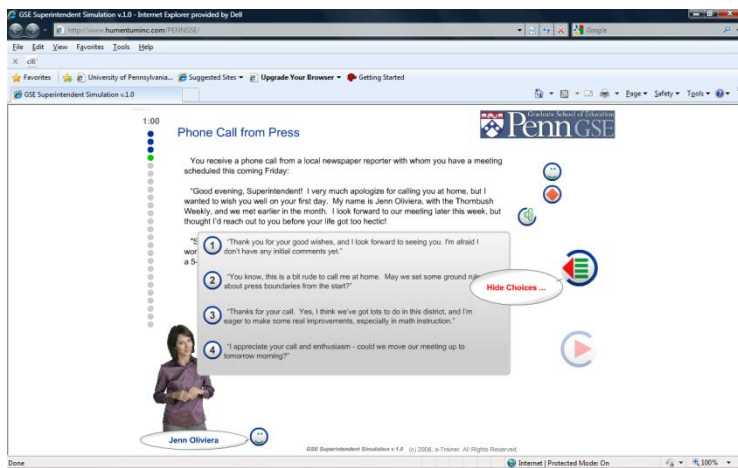
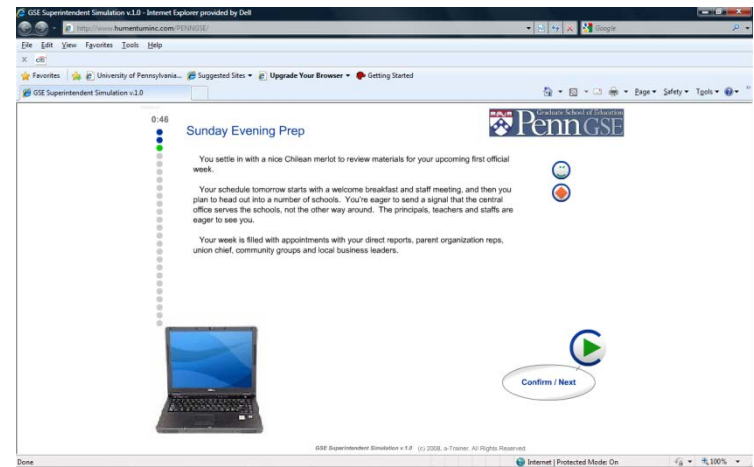
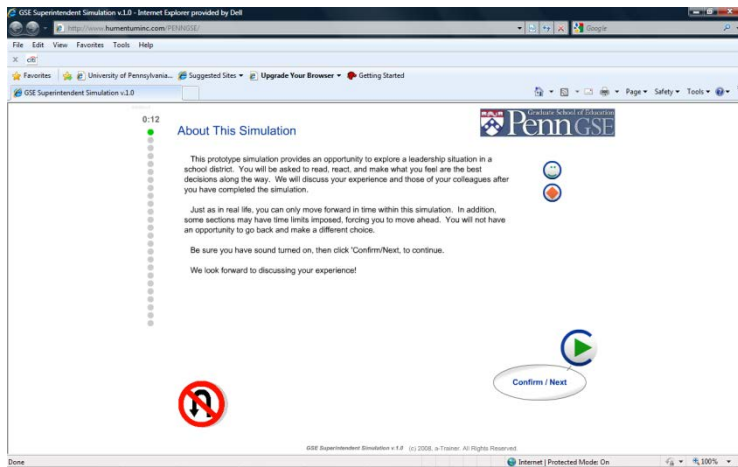
Project Status

- Current simulations (text-based interface)
 - Future micro-simulations (multimedia interface)
 - Ongoing development work
 - Partnering with NexLearn, LLC, to utilize SimWriter[®] Pro for new multimedia interface
 - Building capacity through a network of simulation “writers”
 - Establishing peer-review standards and procedures for educational leadership simulations
-

Current Simulations

- Initial proto-type: The new superintendent (a simulation of the first days on the job for a new superintendent)
 - Macro simulation 1: The budget cut (a simulation of the process around making substantial, hard budget cutting decisions)
-

Initial proto-type: The new superintendent



Macro simulation 1: The budget cut

0:14

About This Simulation

This computer-based exercise is designed to be a catalyst for dialogue among principals, administrators, school staff, and other key stakeholders.

While the primary focus of this program is determining an optimal budget for the coming year, please note that there are not necessarily "correct" choices in the simulation. You face scenarios, then make decisions and see the consequences of your choices. There are trade-offs involved in most decisions.

Just as in real life, you can only move forward in time. You will not have the opportunity to go back and make a different decision unless you restart the simulation.

At the end of the simulation, you will be able to review each decision choice you made, referenced to the relevant ELCC Standards.

To begin the simulation, click the "Confirm/Next" button to the right.

Good luck!

Confirm / Next

1:58

January 13th: Budget Cut Request

You get an email from the Superintendent:

"As you know by now, we are again faced with the need to bring our spending in line with the cuts to our state funding expected to be passed by the state legislature, proposed by our new governor, Harold Tomlin.

"This means you will need to reduce your school's budget by 15%. Please submit your revised numbers to Bill Yes, Finance Director at the district office, two weeks from today.

"Thanks for thinking creatively about how we can maintain the highest level of academic excellence during these difficult fiscal times."

Dr. Carla Rodgers

Confirm / Next

2:08

How Would You Address Budget Cuts?

In the box below, draft a memo to your staff outlining how you will respond to a request for a 15% budget reduction at your school. Include a justification for your approach.

Click "Confirm/Next" when you are finished.

Confirm / Next

6:38

DECISION: Make Cuts Or Continue?

After getting the committee's recommendation, you are considering if you should go back to the idea of determining how to implement the cuts yourself. Maybe the committee approach is not the best course of action after all. On the other hand, you certainly have buy in for Safety as a priority.

What will you do?

- 1 Accept the committee's recommendation and work the budget accordingly.
- 2 Reconvene the team and take a more active role in establishing priorities.

Confirm / Next

Macro simulation 1: The budget cut (continued)

Middle School Budget Challenge v1.0 - Internet Explorer provided by Dell

7:38

DECISION: Ranking The Priorities

You have determined to share what you see as the school's priorities as a guide to allocating the budget.

From the following options, pick what you would choose as your top priority. Click "Confirm/Next" when you are ready to move forward.

- 1 Community/Safety
- 2 Instruction/Curriculum
- 3 Technology Initiative

Middle School Budget Challenge v1.0 (c) 2008. All Rights Reserved

Middle School Budget Challenge v1.0 - Internet Explorer provided by Dell

8:38

DECISION: Determining Next Steps

Your clarification of priorities helps the team become aligned. Now you need to determine how to allocate the budget with those priorities as a guide.

Which of the following options seems like the best choice?

- 1 Fully fund your top priority and distribute the remainder as best you can.
- 2 Determine a weighting to your top two priorities and allocate the budget accordingly.
- 3 Build the budget up from zero - determine what is required to be in **0** balance, then consider how to best achieve your priorities.

Middle School Budget Challenge v1.0 (c) 2008. All Rights Reserved

Middle School Budget Challenge v1.0 - Internet Explorer provided by Dell

9:34

January 13th: Intercom

You are on lunch duty and hear your Administrative Assistant over the school intercom requesting that you return to the office.

What will you do?

Your Choice Other Choice(s)

ELCC Standards ...

3.1 Manage the Organization
3.1c Candidates demonstrate an ability to manage time effectively and deploy financial and human resources in ways that promote student achievement.

Middle School Budget Challenge v1.0 (c) 2008. All Rights Reserved

Middle School Budget Challenge v1.0 - Internet Explorer provided by Dell

9:34

Congratulations!

Congratulations on completing the Middle School Budget Challenge!

To restart the simulation and try a different path, click the "End/Restart" button below.

To go back to reviewing your decision choices, click the left arrow button below.

Desktop

- Develop
- Professional Development Plan - Technology
- Professional Development Plan - Reading and Math
- Thornbush Middle School Notes
- Thornbush Middle School Background
- Preliminary Budget

Middle School Budget Challenge v1.0 (c) 2008. All Rights Reserved

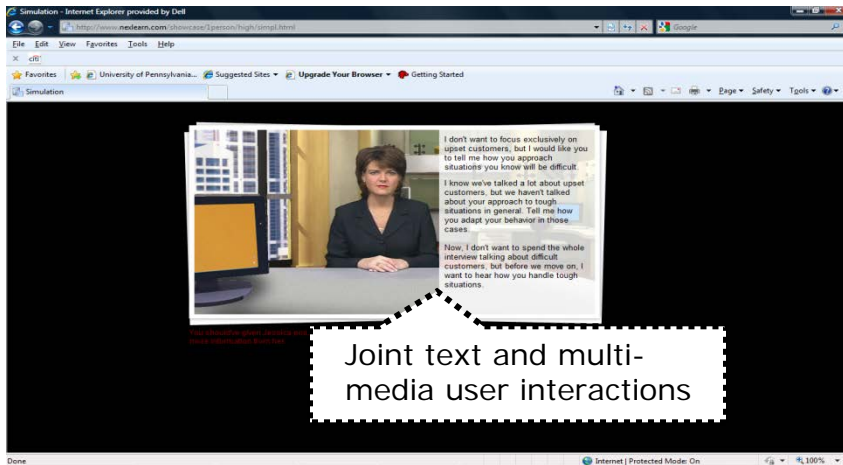
Future micro-simulations (multimedia interface)

- Focus on instructional leadership
 - The post-conference (a simulation of a post-observation conference with a math teacher)
 - Focus on family engagement
 - The parent group (a simulation of a principal's parent advisory group meeting)
 - Focus on legal issues
 - The expulsion (a simulation of the response to a significant behavioral incident)
 - The IEP Team (a simulations of an Individualized Education Plan team meeting)
-

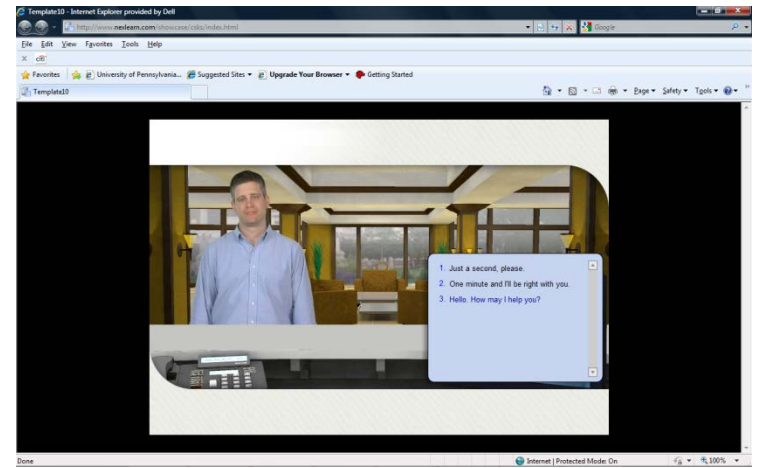
Ongoing development work

- ❑ Partnering with NexLearn, LLC, to utilize SimWriter[®] Pro for new multimedia interface
 - ❑ Building capacity through a network of simulation “writers”
 - ❑ Establishing peer-review standards and procedures for educational leadership simulations
-

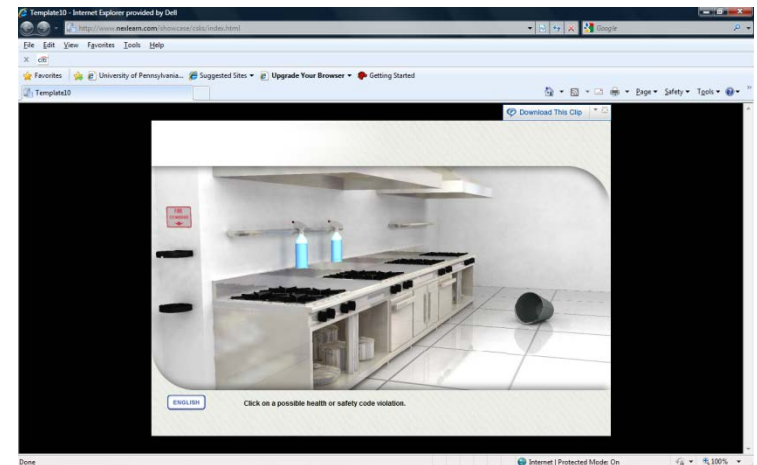
Examples of the SimWriter[®] Pro multi-media interface



Joint text and multi-media user interactions



Integrated video and audio



Some Key Considerations

- This is the Graduate Course/Professional Development version of the simulation
 - Catalyst for learning discussions, both among team members making decisions together, as well as in debriefing with the facilitator
 - Bridging from the simulated world back to the real world of the participants is central to the methodology
 - There are a number of tracking possibilities that could go along with implementations of both the PD and Assessment versions (may be able to integrate with Learning Management Systems)
 - what choices were made by most participants
 - what choices were made by specific candidates
 - roll-up results showing results per district implementation, etc.
 - Assessment version may have more opportunities for text entry responses.
 - Could be used as a formative or summative course assessment
 - May integrate into a school leadership search process, gathering data comparable to a situational interview for consideration by a search committee to inform and aid hiring decisions
-

Standards Alignments

- All decision-points aligned to national standards
 - Currently aligned to Educational Leadership Constituents Council (**ELCC**) *Standards* for Advanced Programs in Educational Leadership.
 - Easily also aligned to Interstate School Leaders Licensure Consortium (**ISLLC**) *Standards*
 - Custom alignment to appropriate local standards is available
-

Sample Facilitator Introductory Presentation

Adaptable for use in graduate
classrooms, continuing education
programs, or professional development
environments

Agenda

- Introduction to simulation
 - Group assignments (small teams of 3-5)
 - Navigation and decision making
 - Run simulation
- Ongoing reflection
 - Within simulation (text entry following key decisions)
 - Ongoing paper notes (questions, thoughts, epiphanies)
- Simulation debrief
 - Consensus building issues
 - Budget prioritization
 - Outcomes
- Process debrief
 - What worked/didn't work
 - What surprised you
 - What will you apply back on the job

What Is the Simulation?

- You will play the role of a middle school principal tasked with making a substantial budget cut after the public acceptance of your original budget
- You will interact with characters, make decisions, and see the consequences of your choices
- You will not be scored, there are not necessarily explicitly correct or incorrect choices
- You will leverage your simulation experience to better understand the issues around these types of scenarios

Navigation and Decision Making

- Just as in real life, you may only move forward in time and you must live with the consequences of your choices – there is no going back.
- The best choices may involve trade-offs, and you will need to determine how to optimize among a given set of options.
- Assign someone to use the mouse for the entire round, but make decisions as a group.
- Assign someone to identify “events of interest” that you want to discuss with the large group following simulation play.

Navigation and Decision Making

1338:06

Phone Call from Press

You receive a phone call from a local newspaper reporter with whom you have a meeting scheduled this coming Friday:

"Good evening, Superintendent! I very much apologize for calling you at home, but I wanted to wish you well on your first day. My name is Jenn Oliviera, with the Thornbush Weekly, and we met earlier in the month. I look forward to our meeting later this week, but thought I'd reach out to you before your life got too hectic!

"S
wor

- 1 "Thank you for your good wishes, and I look forward to seeing you. I'm afraid I don't have any initial comments yet."
- 2 "You know, this is a bit rude to call me at home. May we set some ground rules about press boundaries from the start?"
- 3 "Thanks for your call. Yes, I think we've got lots to do in this district, and I'm eager to make some real improvements, especially in math instruction."
- 4 "I appreciate your call and enthusiasm - could we move our meeting up to tomorrow morning?"

FIRST, Click on the number of your selected response.

Click the red diamond to see documents on your desktop.

Click the green list button to see choices.

THEN, Click the red triangle to "play" out your decision.

Jenn Oliviera

GSE Superintendent Simulation v.1.0 (c) 2008, a-Trainer. All Rights Reserved.

Done Internet | Protected Mode: On 100%

Running the Simulation

- Assign person to use the mouse.
- Assign person to capture "events of interest"
- Be aware of the time and keep moving.
- Simulation should be completed within 45 minutes

Simulation Debrief

- Share “events of interest”
- Challenges & Outcomes
 - Consensus building
 - Budget prioritization
- Other thoughts

Process Debrief

- What worked/what didn't work?
- What surprised you?
- What will you apply back on the job?

Discussion/ Questions & Answers

**Interested in using this tool
in your program or district?**

For further details, contact:

Eric Bernstein, Coordinator

Educational Leadership

Simulation Development Project

erbernstein@alumni.upenn.edu