

**NOTE: For each simulation you will take on the role of a: (a) site leader; or (b) labor leader; or (c) parent leader. You will rotate this role each time. If you choose to be a site leader the first scenario, please take on the labor leader or parent leader role the second time. For the third scenario, please take on the role you have not previously held.**

### **Situation**

September

- Middle School of 950 Students, Grade 6-8 (Charter School)
- Several parent groups followed through on removing their children
- Enrollment reduced 150 vs the projected 100
- 1.5 more teachers will be excessed to another school due to the additional
- State funding has allowed for 1.5 additional days of professional development
- Additional state funding now available for mental health resources

### **Variables**

- Labor contract negotiations have reached impasse

### **Assignment**

Reflection: Based on the evolution of these events, including the continued declining enrollment, what are you focused on and what are you messaging? How are you keeping students and equity at the core of the work? Please write a 200-500 word reflection and be ready to share with a small group.

I think we keep the mission and vision of the school as a main focus and look to see the factors that have been leading to the declining enrollment. Without surveys from current families and families who have decided to leave this school, no changes should really be made. Getting this information is critical in creating a plan to increase enrollment in the school. If this isn't the central idea, the attrition will continue to put the school and its faculty in jeopardy.

When the engagement surveys are completed and the factors of attrition are clear, it would be prudent to create a timeline of improvement strategies. Then all stakeholders should be brought in to discuss these improvement strategies and create goals with equity as the north star of their decisions. Community engagement will be the greatest force for good in this scenario. If teachers, parents, administrators, labor leaders and students are brought into the fold, there will be more authentic dialogue and varying ways in which to move forward.

The messaging then needs to be focused on the school's commitment for community engagement in the improvement process. Then the action needs to follow, because messaging is performative. Real trust is created when the community is actually enlisted to help create change. Once changes are implemented, the school needs to create a campaign to the entire community about its new and improved program so that it can attract greater numbers of students in the future.

