

The six hypothetical scenarios correspond to questions about (a) the school improvement plan (SIPA), (b) teachers using drill and kill methods, (c) requirements that Spanish speaking students learn English, (d) teachers' discomfort teaching math, (e) working in a new type of school, and (f) a literacy initiative as a response to reading test score results. These scenarios are labeled Poor SIPA, Drill and Kill, English Initiative, Teachers Not Comfortable with Math, New Principal, and Reading Test Scores respectively. The exact wording of each scenario follows:

(a) After your first day as principal of your school you realize how poorly the previous school improvement plan was done. Apparently the previous principal used last year's plan and changed a few paragraphs. As the new instructional leader of this building, how do you approach this situation?

(b) While reviewing the lesson plans of one of your best teachers, you realize she has not been teaching mathematics based on the philosophy of your building. Instead she uses a drill and kill style of teaching. Teachers in your school know to use manipulative and other strategies to reach students. However, this otherwise proficient teacher has not complied. What steps will you take to bring this teacher on board?

(c) A majority of the students in the school where you are principal speak Spanish as their primary language. However, the school district insists that the majority of your students read, speak and write in English. While most of your students' parents are supportive,

many of them do not speak English either. How will you meet the needs of your students in the face of the demands by your district?

(d) A large number of the elementary teachers in your school have admitted to you they are not comfortable teaching mathematics. Your mathematics test scores demonstrate a weakness in this area. However, the school district in which you work uses both mathematics and literacy test results to determine how well a school is doing academically. How will you address this situation?

(e) During most of your professional career you worked in an elementary (high) school. You were a 5<sup>th</sup> grade teacher as well as an assistant principal at an elementary building. Recently you were selected to be a high (elementary) school principal and are eager to get to work. Unfortunately, you are hearing that many of your teachers, parents and students have strong concerns about your elementary (high school) background. What steps will you take in this situation?

(f) As you review your school's reading test scores, you realize they are significantly lower than the district average. Your teachers however explain to you they are working extremely hard to meet the literacy needs of their students. When you visit their classrooms you see teachers working very hard. However, you do not see evidence of effective teaching strategies that will better serve the students' needs. You also do not see the spirit of the district's literacy initiative being implemented in your teachers' classrooms. As the new principal, how will you address this situation?

