

But I want to play!

Michael "Mick" Arnold
Southwest Baptist University
Jim Kern
Lincoln University

Standard 2:

A school administrator is an educational leader who promotes the success of all students by advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth.

Scenario

It is early Saturday morning and you are getting ready to head off to supervise an out-of-town tournament. You drew this assignment because you were out of the office the day before attending a principal's conference on ethical leadership. While you wished you could stay at home and take care of some of the household tasks you have been putting off, you didn't mind spending time with students and looked forward to a successful day.

Upon arriving at the tournament you check in with the host administrator and exchange pleasantries. An agitated parent quickly interrupts the conversation. "I want to know what you are going to do about it." Unsure of what "it" is you politely excuse yourself from the conversation and inquire as to the problem. "Last year you did not let my child participate in a game because of an absence. Just look out there! The coach is letting Sarah Jane play. I know for a fact that she was not in school yesterday."

A little befuddled by the situation, after all you were not in the office the day before and did not have a clue as to whether Sarah Jane was in school or not, you ask the parent for patience and wait to speak with the coach.

While waiting you notice Sarah Jane's parents in the stands and decide to approach them regarding their daughter's attendance/absence the day before. "Excuse me, Mr. and Mrs. Smith, it has been brought to my attention that Sarah Jane may not have been at school yesterday. As I was out of the office yesterday I thought I would ask you." Mrs. Smith begins to speak and is quickly interrupted by her husband, "Sarah Jane had a doctor's appointment yesterday and could not get to school. I have spoken with the coach and he said he would take care of it."

You remind them of the school policy that Saturday is an extension of Friday and students who are not in attendance may not attend or participate in school activities if they are not at school. You assure them you will speak with the coach following the end of the contest and get back with them.

You move to a corner of gym far away from the crowd and hope the situation is not as it seems. The buzzer sounds ending the game; you pop an antacid and wait for the coach.

Assignment

1. Identify the primary source of concern in this scenario.
2. Identify the principle stakeholders and their position.
3. What information do you need before responding?
4. Identify the stakeholders to which you will respond and develop a plan of action for your response.

Instructors' Notes and Scoring Guide

For

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Issues in this case study

While several issues come to bear in this case study, the intent of the author is to have the candidate/student address the need for all individuals to be treated with fairness, dignity, and respect. The candidate/student should understand this must be accomplished within the confines of school policy. Additionally the author believes the candidate/student should understand the importance of conflict resolution when dealing with parents, staff, and students.

Discussion

There are at least five different perspectives to this case study. This case study should cause the candidate/student to look at the conflict that arises when people view a policy from different perspectives. Furthermore the candidate/student should be able to identify the affect their decision may have on relationships with parents, personnel and students with regard to public relations and school climate.

Scoring Guide

Responses to the case study may be assessed in one or more of the following areas:

- Sensitivity to all parties involved based on the issue(s) and not personal beliefs
- Knowledge of facilitating dialogue with a variety of stakeholders
- The affect their actions will have on the overall school climate
- The ability to develop a plan of action to deal with the issue

Score: 2

Response demonstrates an understanding of the key stakeholders, their position, an understanding of school policy and at least one of the following:

- Plan of action to address each stakeholders concern
- Follow-up dialogue with the superintendent

Score: 1

Response specifically cites one of the following:

- Understanding of the key stakeholders
- Identification of the issues/concerns
- Understanding of the relationship to school policy to the situation
- Plan of action to address one or more concern
- Follow-up dialogue with the superintendent

Score: 0

Response is vague, omits reference to the stakeholders or their concerns. Fails to offer any solution or plan of action to address at least one of the concerns.

Extended Learning Activities

The instructor may choose to extend the learning in one or more of the following ways:

- Having student's role-play each of the stakeholders in the case and report on how they would react to the situation.
- Continue the dialogue between the principal and the coach.
- Have the candidate/student develop a plan of action to research and develop a new policy dealing with attendance and participation.
- Have the candidate/student support this case under another ISLLC Standard.

The following standard is one possibility.

Standard 5: A school administrator is an educational leader who promotes the success of all students by acting with integrity, fairness, and in an ethical manner.

Knowledge Indicator:

The administrator has knowledge and understanding of various ethical frameworks and perspectives on ethics.

Disposition Indicators:

The administrator believes in, values, and is committed to accepting the consequences for upholding one's principles and actions.

Performance Indicators:

- The administrator accepts responsibility for school operations.
- The administrator treats people fairly, equitably, and with dignity and respect.
- The administrator expects that others in the school community will demonstrate integrity and exercise ethical behavior.

Question:

Do you believe the administrator acted responsibly to all stakeholders in this situation? Justify your response.

Appendix

Erehwon High School Student Participation Policy-Attendance

No student will be permitted to participate or attend a school function unless they are in attendance the day of the activity. Students must be in attendance on Friday to attend/participate in any weekend school activity. Attendance is defined as the student being present at school or a school sponsored activity for the entire school day.

Exceptions may be made in the case of doctor's appointments, death of a family member or other extenuating circumstance. All exceptions must be made through the principal's office before the absence. The decision of the principal is final.