

# Drawing a Line in the Sand

Jim Kern

Columbia College of Missouri

Michael "Mick" Arnold

Southwest Baptist University

Ken Johnson

Lindenwood University

## Standard 5:

A school administrator is an educational leader who promotes success for all students by acting with integrity, fairness, and in an ethical manner.

## Scenario

You are the principal in a school district where the local community teachers association (CTA) has requested a \$500.00 increase (3%) in salary for the next year. You have been made aware that the CTA has contacted a board member who is sympathetic to their concerns and supports the increase in salary. For as long as you can remember it has been the policy of the board to increase all administrator salaries the same percentage as the teachers.

The central office is stating that the economy is stagnant and the local tax base does not show any growth over the next fiscal year, while the CTA's representative has documentation that shows steady growth. The CTA's proposal also indicates that while their request for a \$500.00 increase for all teachers, if the board adopts the increase as they have in the past, the minimum administrator increase will be \$1650.00. They contend that before any cuts are made in the teacher's increase that administrators should have their salary increase reduced first.

## Assignment

- What ethical dilemmas do you feel the principal may face?
- What responsibility does the principal have to maintain confidentiality of the central office?
- Should the principal use his/her position to influence either side? Justify your answer by using your personal code of ethics.

# Instructors' Notes and Scoring Guide

For

## Drawing a Line in the Sand

Jim Kern

Columbia College of Missouri

Michael "Mick" Arnold

Southwest Baptist University

Ken Johnson

Lindenwood University

### Issues in this case study

The authors' intent was to encourage the student/candidate to reflect upon his or her own code of ethics as it relates to decision-making.

### Discussion

One person's views or one group's view of the facts may be entirely different. This case study should cause the candidate/student to look at their own code of ethics with dealing with situations that directly affect their personal well being. The issue of equity in salary as it relates to position in a district is also an issue in this case.

### Scoring Guide

Student/candidate responses to the case study may be assessed in one or more of the following areas:

- The student understands the value of a professional code of ethics.
- The student uses the influence of none's office in an ethical manner.
- The student demonstrates a professional and personal code of ethics.

### Score: 2

Documentation and written commentaries, taken together, provide a clear, consistent, and convincing evidence of a deep knowledge and understanding of a professional and personal code of ethics.

### Score: 1

Documentation and written commentaries, taken together, provide a limited evidence of a professional and personal code of ethics.

### Score: 0

Documentation and written commentaries, taken together, provide a little or no evidence of a professional and personal code of ethics.

### Extended Learning Activities

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

- Organize a negotiating team based on sound principles of negotiation with the principal serving as the administrative representative.
- Analyze the relationship between building level administrators and central office personal with regard to their own district.
- Continue the dialogue between the principal and the superintendent with regard to the conflict in the data.
- Have the student/candidate support this under another ISLLC Standard