



## Case Studies

These case studies can be used as group activities to help trustees understand the content of Module 1 more deeply. There are five case studies. (Case study #1 also appears on the Trustee Website.) Split the group into small groups or pairs and have them work on the case study using the module and the page entitled **Tips for Moral/Ethical Decision Making** for support. At the end, have each group share their work by identifying:

- What they decided
- What they thought the key issues were with respect to governance and ethical leadership
- The information from the module that helped them come to some decisions about how to resolve the issue in the case study
- The tips from **Tips for Moral/Ethical Decision Making** that helped them

### Case Study #1: Ethical Leadership in Scandalous Circumstances

There is a scandal brewing in your community about the Board. Rumours are flying that Trustee Harry Jensen, who also runs Jensen Construction Company with his brothers, is involved in a deal with a local land developer bidding on school board contracts for new school construction.

How does your Board intend to deal with this situation? How does this possible conflict of interest relate to the ethical leadership and shared moral purpose of your Board? Use Module 1 and the **Tips for Moral/Ethical Decision Making** to help you work through this case study.

### Case Study #2: Building a Cohesive and Spirited Team that Promotes Innovation and Risk-taking

You are a new member of a school board that lacks energy at its meetings which tend to be lacklustre and rather boring. The board seems to be stuck in a rut. Trustees do not know each other well and there is little time built in for getting to know each other better or building a sense of team. You do have a couple of acquaintances on the board who think like you do with respect to wanting to improve relationships and livening things up.

What are the ethical leadership steps you might take to improve relationships between board members and open things up for risk-taking and innovation? Use the contents of Module 1 and **Tips for Moral/Ethical Decision Making** to help you.



## **Case Studies (continued)**

### **Case Study #3 Staying the Course in a Rough Period**

Your board has been working to implement and monitor its multi-year strategic plan with considerable success. You have hit a bump in the road, however. The part of your plan designed to strategize for demographic change is being challenged by an influx of new students who do not speak English as their first language. This unanticipated occurrence has its positives since your enrolment is rising in some of your schools, but it is also challenging teachers, schools and community partners as they struggle to put effective programs into place for their new students and their families.

As a school board, how will you demonstrate “resolute leadership” to maintain direction and focus as you work through this change in your district? Use the content of Module 1, especially the section called Big Picture Thinking, and **Tips for Moral/Ethical Decision Making** to help you.

### **Case Study # 4: Promoting Community Engagement**

As a conscientious trustee, you have been learning about the importance of community engagement as a component of student and school success. You recently attended a conference on the subject and you have been doing some reading. You have some awareness of community engagement initiatives in certain schools in your district but you don’t think the board has a good overall view of community engagement in the district as a whole.

As a trustee, what would you do to find out more about and promote community engagement in the schools in your district? Use the content of Module 1, especially the section called Promoting Community Engagement: The Board’s Role, and **Tips for Moral/Ethical Decision Making** to help you.

### **Case Study #5: Building Leadership Capacity**



You are an experienced school board trustee with many years of service under your belt. There are several newer members of the board, including a couple of trustees who demonstrate valuable leadership traits.

What will you do as an experienced trustee to support these potential leaders and help them to build their leadership capacity? Use the content of Module 1 and **Tips for Moral/Ethical Decision Making** to help you.