

1 Effective Governance through Ethical Leadership

Additional Case Studies

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 liven 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** to help you.

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”, to help you.



Additional Case Studies (continued)

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", to help you.

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** to help you.

For additional case studies on Ethical Leadership, please see The Ontario College of Teacher's Casebook Guide for Teacher Education available at http://www.oct.ca/-/media/PDF/Casebook%20Guide%20for%20Teacher%20Education/EN/casebook_supplement_e.pdf