WORKSHEETS

The worksheets can be used for out-of-class assignments. In some instances, questions on the worksheets are similar to those provided in the book. A worksheet is provided for each case study.
Worksheet for Case 1: Who Needs Lesson Plans?

1. Why is the culture of Buchanan Elementary School a critical factor in this case?

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2. The principal and faculty in this case have a negative attitude toward the No Child Left Behind Act. What factors may have influenced their attitude toward this federal law?

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3. Mr. Osborne asserts that lesson plans are not necessary for experienced teachers. To what extent do you agree with this contention?

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4. How does the removal of the previous principal affect the problem presented in this case?

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5. How can principals influence employee morale?

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Worksheet for Case 2: Alternatives for an Alternative School

1. Why do some educators, including administrators, oppose alternative schools?

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2. What is your impression of Principal Gonzalez as an effective administrator?

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3. Do you favor or oppose establishing alternative schools as schools of choice? Defend your response.

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4. Should Principal Gonzalez seek a compromise in order to establish an alternative school? Why or why not?

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5. Based on your experiences and knowledge, have alternative schools been successful? Why or why not?

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Worksheet for Case 3: A Bully’s Threat

1. What role does community context play in framing the problem in this case?

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2. If you were the principal, would you consider Carl Turner’s record of fighting relevant to reaching a decision on this matter? Why or why not?

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3. Does your school district have a policy regarding bullying? If so, what is it?

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4. To what extent did the principal in this case act responsibly to protect students and school employees?

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5. What community resources may be available to principals to assist with students who exhibit aggressive behavior?

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Worksheet for Case 4: Lounge Talk

1. From the evidence provided in the case, do you believe Dr. Werner was adequately prepared to assume her assignment as principal? Why or why not?

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2. If you were the principal and teachers wanted you to spend more time in the teachers’ lounge, would you do so? Provide a rationale for your response.

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3. What is the difference between a transactional principal and a transformational principal?

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4. Why does Peter Weller defend Dr. Werner to his colleagues?

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5. What role does school culture play in the negative attitudes being expressed by teachers who are displeased with Dr. Werner?

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Worksheet for Case 5: Get Rid of the Sloppy Assistant Principal

1. If the assistant principal in this case was employed in the school district in which you live or work, would his personal appearance be an issue? Explain your response.

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2. To what extent is the superintendent in this case acting ethically?

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3. What is your impression of Principal Miller? Would you like to be his assistant?

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4. If you were Principal Miller, what steps would you take to try to resolve the problem in this case?

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5. From the evidence provided in the case, is the performance evaluation system in the high school effective? Why or why not?

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Worksheet for Case 6: Let the Committee Decide

1. Did the superintendent make a judicious decision in appointing the ad hoc committee? Why or why not?
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2. What are the advantages and disadvantages of principals having petty cash funds?
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3. What other alternatives could have been pursued by the superintendent to deal with the controversy over petty cash funds?
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4. By establishing the ad hoc committee, has the superintendent undermined the authority of the two assistant superintendents? Why or why not?
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5. Based on evidence in the case, did the assistant superintendent for business behave politically or ethically? Explain your answer.
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Worksheet for Case 7: Old School Culture and a New Principal

1. Why do most teachers in the school react negatively to Principal Lattimore?

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2. If you were Mr. Lattimore’s friend, what advice would you give to him?

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3. Did the teachers opposing the principal act ethically? Why or why not?

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4. Based on evidence in the case, do you believe that Principal Lattimore understands school culture? Why or why not?

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5. What positive actions might bring the parents, teachers, and principal together to address the problem in this case?

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1. In what ways does the community’s culture influence the problem in this case?

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2. Based on evidence in the case, did school district administrators provide adequate guidance to immigrant families?

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3. Is it fair to penalize students who miss school during December because their parents take them to Mexico for the holidays? Why or why not?

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4. What could be done to improve communication between school officials and the Mexican community?

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5. If you were a principal in this school district, what position would you take regarding the problem in this case? Provide a rationale for your position.

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Worksheet for Case 9: Sally’s Socialization

1. To what extent did Principal Pelfrey assist Sally as a novice teacher?

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2. Sally pointed out to the principal and the superintendent that the school district did not have a policy regarding grade retention. Is this fact pertinent to resolving the conflict? Why or why not?

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3. To what extent do most teachers rely on research and theoretical knowledge to guide their practice?

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4. Do you believe that retaining students in first grade is effective practice? Why or why not?

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5. If you were Sally’s friend, what would you advise her to do?

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Worksheet for Case 10: A Matter of Honor

1. In your opinion, is Mrs. Durnitz, the teacher, a villain or a hero? Explain your answer.

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2. To what extent is the school district’s policy on plagiarism fair? To what extent is it effective?

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3. Should the superintendent and high school principal consider race relations in reaching a decision on this matter? Why or why not?

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4. If you were the principal, what would you have done differently to deal with this problem?

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5. Would you like to be employed in this school? Why or why not?

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Worksheet for Case 11: The Absent Superintendent

1. Can a superintendent spend most of his or her time away from the school district and still be highly effective? What evidence do you have to support your response?

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2. In what way is Dr. Myers responsible for the problem in this case?

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3. Some administrators take a very “businesslike” approach to their work behavior. Is this approach preferable? Why or why not?

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4. What could be done to improve communication among administrators in this school district?

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5. Assume that this school district was located in a diverse small city instead of an exclusive affluent suburb. Do you believe the superintendent would have behaved in the same manner? Why or why not?

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Worksheet for Case 12: Break the Rules and Pay the Price

1. Did Principal Sanchez act responsibly in this case? Why or why not?

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2. Did Mr. Carson, the teacher, act responsibly in this case? Why or why not?

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3. If you were the principal, what would you do to improve your relationship with Mr. Carson?

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4. Is suspending a student from school effective discipline? Why or why not?

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5. Assume you are the superintendent in this school district. In the aftermath of this controversy, the school board asks you to reexamine the policy that resulted in the suspension. In what ways would you recommend changing the policy?

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Worksheet for Case 13: The Ambitious Assistant Principal

1. Was it ethical for Ray Tyler to apply for another position without telling his principal that he was doing so? Why or why not?

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2. If you were a principal and were interviewing candidates for an assistant principal vacancy, would you want them to make a commitment that they would remain in the position for at least five years? Explain your response.

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3. Is there any evidence in the case suggesting a nexus between Ray Tyler’s application for another position and his performance evaluation? If so, identify the evidence.

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4. If you were a novice assistant principal, would you want to be assigned to work for the principal in this case? Why or why not?

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5. Assume that Ray Tyler does not get the job in suburban Chicago, would you advise him to remain at Bentonville High School? Explain your answer.

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Worksheet for Case 14: A One-Trick Principal

1. Was the search process that was used to employ a new principal appropriate? Why or why not?

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2. Did the dismissal of the previous principal have an effect on the problem that emerges in this case? If so, what was the effect?

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3. Are the concerns raised by Mrs. Howard valid? Why or why not?

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4. If you were the principal, what would you do to improve your relationship with Mrs. Howard?

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5. Is Principal Varley the real victim in this case? Why or why not?

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Worksheet for Case 15: Even on Saturday

1. From a legal perspective, is a school responsible for a weekend activity such as the one occurring in this case? What evidence do you have to support your response?

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2. Did school officials respond appropriately when first informed of the incident and arrests? Why or why not?

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3. Did the high school principal act responsibly in this case? Why or why not?

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4. After the incident and arrests became known to the superintendent and principal, what should they have done to manage the situation?

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5. Given the negative news surrounding this situation, what could be done to repair the district’s and school’s images?

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Worksheet for Case 16: Appropriate Punishment versus Political Expediency

1. Is there any evidence in this case validating the claim that officials did not discipline students fairly and equally prior to the fight at the football game school?

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2. Can and should a student’s cumulative record be considered in an expulsion hearing?

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3. To what extent is the community context an important factor in this case?

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4. The one student recommended for expulsion requested that he be permitted to withdraw from school instead of being expelled. The hearing officer, superintendent, and school board concurred. Do you think they were correct in concurring? Why or why not?

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5. Was the claim of unequal treatment of African-American students nullified when the school board reduced the expulsion period? Why or why not?

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1. The principal in this case, Mr. Batz, decides not to appoint teachers to the school council. Instead, he allows the faculty to elect representatives. Given the information provided in the case. Do you agree with this decision? Why or why not?
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2. If you were the principal in this case, what would you do to manage conflict among the teachers on the school council?
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3. Based on your knowledge and experiences, what role should principals play on site-based councils?
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4. Based on your knowledge of leadership styles, how would you describe Mr. Batz’s leadership style?
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5. What should be done to improve the effectiveness of the council at Elm Street Elementary School?
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Worksheet for Case 18: A Disillusioned Assistant Principal

1. Amber believes principals and assistant principals should spend time working with teachers. Based on your experiences in schools, do principals typically spend time working with teachers? Do assistant principals typically spend time working with teachers?

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2. Assume that Amber remains at Polk Middle School and elects to attack the belief that many of the school’s students are doomed to fail. What are the positive and negative aspects of this decision?

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3. The principal in this case indicates that there are considerable differences between “textbook ideals” and the real conditions found in schools. Based on your own experiences, is he correct? Provide a rationale for your response.

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4. Amber is contemplating whether she will remain at Polk Middle School. What factors should she consider before answering this question?

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5. Amber is contemplating whether she will remain in school administration. What factors should she consider before answering this question?

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Worksheet for Case 19: Who Needs Career-Technical Education?

1. When Roscoe Downey became principal of the career center, he presented a list of problems to the board members. A majority of the superintendents on the board did not want to deal with these issues. If you were the principal, what would you have done at this point?

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2. What are the primary variables producing conflict in this case?

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3. What are the advantages and disadvantages of Principal Downey attempting to mount political support for the consultant’s report?

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4. Some superintendents on the career center’s governing board may believe protecting the center’s interests is a board member’s primary responsibility. Others may believe a board member’s primary responsibility is to protect the interests of his or her employer (i.e., the school district in which he or she is employed). To what extent are these two perspectives ethical? To what extent are they political?

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5. In this case, students attend the career center for a half-day and are officially enrolled in and receive diplomas from their “home” high school. Is this arrangement advantageous to the career center?

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1. Do you think Dr. Tatum was prepared adequately to become principal of a large high school? Why or why not?

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2. What is your evaluation of the three assistant principals in this case?

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3. What arguments are made for and against zero tolerance policies in districts and schools?

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4. Does your state have laws stipulating what must be done to students in public schools if they are caught using or selling illegal drugs? If so, what are the laws?

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5. Do you agree with the superintendent’s directive that every student who receives in-school suspension must complete a substance abuse program? Why or why not?

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Worksheet for Case 21: Let’s Not Rap

1. Did the assistant principal do an adequate background check on the rap group? Why or why not?

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2. The superintendent in this case tells the principal to make a decision about the convocation. Was this delegation of authority prudent? Why or why not?

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3. Many citizens believe that public high schools should provide a forum for controversial ideas. Do you agree? Why or why not?

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4. If you were the principal, who would you involve in making a decision regarding the convocation?

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5. Is there an opportunity to pursue positive change as a result of the conflict described in the case? If so, what is the opportunity?

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Worksheet for Case 22: Is the Devil Teaching Spelling?

1. If you were a principal, how much freedom would you give teachers to select instructional materials? Explain your response.

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2. Assume that administrators prohibit the further use of the controversial software program as demanded by the group of parents. Do you defend this action? Why or why not?

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3. The case provides some information about the meeting at which the teachers decided to purchase the controversial software. What is your evaluation of the decision-making process that was deployed in this meeting?

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4. In what ways are professionalism and democracy compatible and incompatible concepts in public education?

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5. Who is responsible for the problem described in this case?

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Worksheet for Case 23: The Dark Side of Decentralization

1. What are the advantages and disadvantages of Superintendent Packard not altering the decentralization program?

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2. Based on what you read, do you think the administrative staff was adequately prepared to implement the changes required by the superintendent? Why or why not?

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3. Based on evidence in the case and based on your professional knowledge, do you agree with the superintendent’s statement that achievement test scores over the past two years probably were not influenced by decentralization? Provide a rationale for your answer.

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4. Does Mr. Bacon have a valid grievance? Defend your response.

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5. Did the principal at Clark Elementary School (Mrs. Simpson) act responsibly in establishing and facilitating the school’s council? Why or why not?

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Worksheet for Case 24: Who Should Create the School’s Vision?

1. What is your definition of a visionary leader? What is the basis of your definition?

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2. In this case, Principal Potter alludes to a community culture. What does she mean?

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3. Why is it almost always difficult to construct a school vision?

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4. Based on your knowledge of school administration, what role should the principal play in building the school’s vision?

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5. What would you advise Principal Potter to do in relation to constructing the vision?

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Worksheet for Case 25: The Maverick School Board Member

1. Based on your knowledge of governance in public education, what authority does an individual school board member possess?

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2. What standards should be used to determine if board member Hodson acted responsibly?

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3. Does a superintendent have a responsibility to regulate school board member behavior? Why or why not?

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4. If you were the superintendent, what recommendation would you make to the school board to deal with the problem described in the case?

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5. Should the school board or the superintendent inform the public of Mr. Hodson’s behavior? Why or why not?

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