

## **CASE STUDY SCENARIOS**

### **National Community Education Association (NCEA) Applied Professional Program Leadership Endorsement (APPLE) Revised June 2005**

To complete the requirements for the APPLE, you are required to submit a written response to one of the three case study scenarios below. Select one scenario to develop your response as if this were an actual situation you are currently encountering as a professional program leader. Be brief but thorough in your response, with a maximum of two pages double spaced, 12 point font, to include the following components

- a one paragraph summary of the challenge / concern / problem
  - an analysis of why the problem may have evolved to this point
  - a step by step plan to resolve the issue
  - a concluding paragraph to ensure other broader steps to avoid this from happening such as a procedural or policy change
- 

#### **Program Scheduling Scenario:**

(From Standard #2: Program Operations Function)

You have carefully scheduled a one time event using the high school auditorium for the local Rotary club's annual community wide celebration. This is a well attended program coming up on September 20<sup>th</sup>. The Rotary club has completed all the forms to reserve the auditorium 6 months in advance, and has now sold more than 400 tickets. In fact, the building principal also signed off on their permit request. On September 18<sup>th</sup>, less than 48 hours before the scheduled event, the principal calls you and tells you there was a mix-up and the school band needs the auditorium for its fall parent and community concert program. The policy clearly states that K-12 has priority, but the procedures are not clear and the principal doesn't give you details in his voice mail message. The principal is clear in the message, making the assumption the Rotary is out. What is your response? To whom?

#### **Registration Procedures Scenario:**

(From Standard #2: Program Operations Function)

You have a very popular pre-school program, with 12 sections scheduled for the fall program. The fall community education catalog is mailed out on September 2 through the US Post Office. Your district has several small communities so even though some catalogs were delivered on the same day; actual home delivery was different throughout the district. The local district saves postage by using bulk mail. Bulk mail does have some limitations such as allowing up to three weeks in which to meet its delivery requirements resulting in an uneven delivery distribution. The pre-school class is so popular this session, it filled up in 48 hours. However, many residents did not get their catalog delivered in a timely manner so by the time it was delivered, all 12 sections were filled. These classes are held during the day in empty Kindergarten rooms so you don't have any way to add classes until the winter session. So far, four different parents have called the front office staff to complain. What action will you take?

**Eastview Foundation Sustainability Scenario:**

(From Standard #2: Program Operations Function)

For the past 22 years the Eastview Foundation has fully funded the district after school program. The program has high enrollments and quality staff. The program serves all children, including those with special needs as well as high achieving students. About 44% of the students are from families that qualify for the free and reduced lunch program. No registration fees have ever been charged for this program. It is now April, and because of the poor stock market returns the last 24 months, the Eastview Foundation notifies you that you have one more year of funding. Do you drop the program or search for alternative revenue sources? What will you do?

**Personnel Function Scenario:**

(From Standard #3: Personnel Function)

It is brought to your attention by your pool supervisor and confirmed by the business director, that the cash funds deposited for the community pool program don't match the attendance sheets turned in. Your pool supervisor has cross-referenced cash deposits and attendance with staffing. The pool supervisor brings this to your attention with two people that might be suspects. One of the two people the pool supervisor suspects is the school board chairperson's son who has been a lifeguard for about three months, and the other is a swimming instructor who is long time employee with more than seven years of dedicated service. What will you do?

**Advisory Committee Scenario:**

(Standard #5: Governance Function)

The advisory committee's attendance has been very lax the last three sessions. A few council members call the day before or the day of meetings to notify you they will not be attending and others simply do not come at all and without explanation. You have been mailing out notices well in advance with an agenda. You know that one council member has been very dominant at the meetings and has cut off others from talking. This council member is a very prominent citizen and his business funds several community education programs. You know that something has to be done ... but what?