



FEDERATION OF CANADIAN SECONDARY STUDENTS  
FÉDÉRATION DES ÉLÈVES DU SECONDAIRE AU CANADA

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## Education Policy Case Study: Malia District School Board

The Malia District School Board (MDSB) is a school board that has serviced students over the GTA region for over 25 years while maintaining a reputation for its academic rigour and high quality of education. However, over the past two years, MDSB has faced an increasing number of violent incidents in its schools. These incidents range in severity from uttering threats of violence to physical altercations between students and towards staff members. 87% of teachers from the kindergarten to grade 12 level have reported witnessing or being involved in a violent situation. Support staff and teachers are ill equipped to deal with violence in the classroom, leaving students, parents, and staff alike concerned about going to school. As a result, both literacy levels and enrollment rates in schools across MDSB have dropped.

You are an educational consultant hired by MDSB to address this issue. MDSB wants you to create a strategy plan to reduce the number of violent incidents at school, manage negative press attention, and assure both parents and students of their safety. You must prepare a report that identifies and addresses causes and effects of the violence and creates a safer school environment, which is to be presented to the board of directors of MDSB (judge).

Responsible for 126 elementary schools and 42 secondary schools, MDSB serves an approximate total of 120,000 students. The average class size is 25 and 31 for elementary and secondary schools respectively. In the board's most recent budget allocation (5 year budget set in April 2022, set to be reevaluated in April 2027), a stated value of \$9.50/pupil was provided for violence prevention education and anti-violence resources annually. However, there is strong opinion (based on student assessment survey data collected from the past 5 years) that the granted funding is poorly regulated, and most schools throughout the board are not spending the money on the recommended instructional resources. In addition, the current School Safety Act states that youth counselors are to provide their services at every school to mitigate student violence. Only 54% of secondary schools are well-supported by trained staff, and the majority of elementary schools do not have any support staff in general.

Over the past 6 months, MDSB has been faced with several media incidents following students and faculty complaining about safety issues within school grounds and in surrounding areas.

After one student was assaulted on school grounds, the MDSB Parents Association publically shed light on the situation. Both the school in question and the school board have been approached by parents, community members, and activists demanding change to the current security on school grounds. Despite this, the principal struggles to amend these complaints due to multiple factors. A previous school safety department was discontinued 30 years ago due to low maintenance and attention, and superintendents have no procedure to follow in any safety breaches. Furthermore, overcrowding in the student population has stretched schools' budgets thin, electing to focus resources on vital classroom infrastructure. Finally, the school board has not allocated money to security measures for the current 5-year budget, which still has 4 years left before extensive budget revisions can be made.

The school board administrators have deemed it necessary for the implementation of new and drastic safety policies to combat these recent issues. Given the recent events and controversy, the school board deemed it was necessary to bring in external consultants (Competitor) as an impartial and experienced party to provide recommendations to the board. The feasibility of these recommendations will be assessed by the board and the approved measures will be implemented by an external contractor. Your safety report should outline the existing issues, the safety measures recommended, and any other relevant information that the board of directors should know. It is crucial that the report is impartial and the scope of the report is limited to only recommendations of what safety measures are appropriate. The board will reject any proposal it deems to contain biased analysis or content that is otherwise inappropriate for a non-partisan governmental agency.

## **Performance Indicators**

- Identify the causes of violence in MDSB.
- Suggest strategies to mitigate these incidents and project potential impacts of the strategy plan.
- Provide rationale to why the chosen strategies are the most effective.
- Identify and integrate key characteristics of MDSB into the strategy plan.
- Use additional research to justify the feasibility of the strategy plan

*The story, all names, characters, and incidents portrayed in this production are fictitious. No identification with actual persons (living or deceased), places, buildings, and products is intended or should be inferred.*