ALL THE WORLD'S A STAGE

Gwen is a senior studying drama at a performing arts high school. She is currently conflicted about her future.

Gwen has two options:
1. Attend university. She has been accepted to her top-choice drama program. However, she did not receive a full scholarship, and her parents do not have enough money to cover her educational expenses.
2. Start working immediately. She can use connections she currently has to get real-life acting jobs. However, she is concerned she will miss out on furthering her education and having a university experience.

SHOULD GWEN GO TO UNIVERSITY AND CONTINUE TO LEARN THE ART OF THEATER? OR SHOULD SHE START ACTING NOW? WHAT WOULD YOU DO IF YOU WERE GWEN AND WHY?
William is a high school junior and loves science research. He recently worked on a biology experiment that won first place and a cash prize in a science competition. He wants to keep entering competitions to win more money. There is one problem: William enjoys research with animals, but science competitions don’t allow projects dealing with animals. William wonders if he should give up the projects he is interested in so he can win prizes.

WHAT WOULD YOU DO IF YOU WERE WILLIAM?
Sophia is a senior at a performing arts high school. She has always been passionate about acting.

Recently, Sophia accepted a part in an independent film she didn't know much about. She was shocked when, during filming, she was asked to do something sexual on camera that made her very uncomfortable. However, she worried that if she said no, she would be fired from the part.

How would you handle this situation if you were Sophia?
THE MEANING OF GRADES

Stephen is an engineering professor. He believes teaching is the most important part of his job, and he wants his students to truly learn from his classes.

Stephen faces a dilemma. Like other professors at his college, Stephen believes in giving students fair grades, even when the grades are harsh. As a result, some students from his department have difficulty being accepted to other programs after college that require a high GPA. Students from other colleges where grades are easier do not face this challenge. Stephen worries that even though he is being fair, he is putting his students at a disadvantage for their futures.

HOW WOULD YOU GRADE STUDENTS IF YOU WERE STEPHEN?
Camera Shy

Julie is a high school junior who is very committed to theater. Because she acts on stage in front of many people, she is often self-conscious about her physical appearance. Some of her friends are also uncomfortable about their looks, and one of her friends is even struggling with an eating disorder.

Julie served as a counselor at an all-girls' camp this summer, where she noticed how comfortable all of the campers were with each other. It made her realize that she and her friends can let go of their insecurities. Her experience at the camp helped her to realize that she wants to use theater to help young women be successful and empowered.

Have you ever had an experience like Julie's that made you realize something about yourself?
EXCELLENCE AT RISK

Katie is an English teacher. She prides herself on communicating with parents about her students’ work. She recently contacted her student Kayla's mother because Kayla was missing a large number of classes.

A few days later, Katie received two death threats in the mail. She did not have any proof of who was responsible, but she had a feeling it was Kayla, who had been punished by her mother for skipping class.

Katie wondered how best to handle the situation.

WHAT WOULD YOU DO IF YOU WERE KATIE?
Lauren is the CEO of a tech company. She advocates strongly at work for her values, like equality, and believes this will lead to her company's success.

Lauren recently encountered a difficult situation. Her company was planning to have a conference in a different city and had already paid for the venue and hotels. However, the city where the conference was taking place then put into force a new law that made it legal to discriminate against LGBT people.

Lauren wondered what to do. If she held the conference as planned, some of her clients and employees could feel unsafe. If she cancelled the conference, she would lose money and business opportunities, and some of her employees who had worked on the planning could be upset.

**WHAT WOULD YOU DO IF YOU WERE LAUREN?**
Meg is an Asian-American actress. She became an actress partly because she felt that Asian-Americans were underrepresented and stereotyped in media.

Meg has been offered a leading role in a play at a prestigious venue. She wonders whether to take the role despite the fact that it depends on a superficial stereotype of an Asian woman. If she agrees to do the play, she knows that she will make connections with the director and other cast members, who are well-known. She could then use her connections to fight for better roles for herself and others. However, Meg is concerned that other Asian-Americans may be upset if she takes the role, and it is against her values to further stereotypes.

What would you do if you were Meg?
In Pursuit of Excellence

Alfred is the president of a small liberal-arts college. In order to save money, the college is in process of reducing the number of intercollegiate sports teams on campus. Alfred has chosen to end the college football team, which is an extremely controversial decision.

Alfred says, “I think what’s important here is that people come to realize that my decision was really about providing excellence. In athletics, because of the degree of specialization that’s taking place, if you want to have excellence, you have to have actually fewer teams.”

Do you agree with Alfred’s decision? Does excellence mean focusing on fewer things?
James is a senior in high school and chair of his school’s weekly newspaper. He believes that the newspaper must be high-quality but also that the staff should enjoy their work. When James first started at the paper as a freshman, the motto was, “When in doubt, make it up.” James changed the news room culture, and now encourages staff members to feel personally accountable for their work. He also recently established an Association of School Journalists, the goal of which is to “encourage the study of journalism in local communities … and serve as a forum for the exchange of administrative and editorial ideas among partner schools.” He has given up a great deal of time for the newspaper, but he feels the time is worth it.

What is something you are passionate about that you believe should be done excellently?
Carol is an investigative reporter who believes deeply in serious journalism. A few years ago, Carol was hosting a nightly news program, and her network decided to hire a talk show host as a regular guest on her show. Carol was upset because the talk show host was known to make up information for better ratings.

Carol thought long and hard about what to do, and she ultimately decided to resign from her network, starting a new program of her own on another channel. However, the ratings for her new show were not high, and it was cancelled.

DID CAROL MAKE THE RIGHT DECISIONS? WHAT ELSE COULD SHE HAVE DONE?
Ray is a history teacher at a new school. He believes that kids need to enjoy themselves to learn. At the same time, he is a firm believer in holding students accountable: he expects them to be on time to class, to complete their work, and to not settle for a mediocre grade.

As an individual teacher, holding students accountable is a real challenge, though. Because the school is new, other teachers try to make the school look "good" to others by giving their students high grades, even if they don't always deserve them.

Although Ray likes his colleagues, he isn't sure how to talk to them about grading or how to solve this issue.

WHAT WOULD YOU DO IF YOU WERE RAY?
Gail is a federal judge who was formerly an experienced criminal defense attorney.

Early on in her career as a lawyer, when she was having trouble finding cases, she was approached with a request to represent a woman named Abby charged with a “flim flam” scheme to steal money. After Gail initially agreed to represent Abby, she changed her mind because she thought Abby was unethical and guilty of her crimes.

Some people would say Gail had a responsibility as a lawyer to represent anyone who needed it, including Abby. Despite having made a decision that felt in line with her values, Gail still questions whether she made the correct professional decision as a lawyer.

WHAT WOULD YOU HAVE DONE IF YOU WERE GAIL?
TO PRINT OR NOT TO PRINT

Sydney is a high school senior and editor of her school newspaper. She takes her position very seriously and wants to make sure the paper has content for all students, faculty, alumni, and parents, which can prove challenging.

Recently, during an open house at her school, a student accused the administration of ignoring sexual assaults at the school. Sydney had to decide whether her paper would print a story covering the incident. The allegations were an important story, but she knew that as soon as anything about the incident appeared in the school newspaper, it would spread farther and could potentially be damaging to the school, especially if the accusations weren't ultimately true.

WHAT WOULD YOU DO IF YOU WERE SYDNEY?
A TALE OF TWO LAWYERS

Joseph is a lawyer who, above all, values maintaining personal loyalty. Many years ago, he was offered the job of representing a major bank in an upcoming deal. Joseph was told that if he wanted the job, he would have to keep his involvement a secret from another member of his firm who was representing one of the bank’s major competitors.

Joseph accepted the offer. He felt as though he needed to tell his co-worker what was going on, so he told her as much of the truth as he felt able to do. However, when news of the deal Joseph was representing broke, the partner was furious, and felt personally betrayed and hurt. To this day, Joseph feels that he should have acted differently.

WHAT WOULD YOU DO IF YOU WERE JOSEPH? WOULD YOU HAVE TAKEN THE CLIENT?
Beth is the director of a repertory theater. She remembers once casting an actress who turned out to be an alcoholic, and she realized soon after rehearsals started that the actress had to be fired.

However, Beth said that she felt “a terrible sense of responsibility” to the actress. She wondered if she might be causing the actress to have a life crisis by letting her go. Beth nonetheless did fire the actress, and she says that there “was no question that this was the right course of action.”
Playing Hardball

Mark is a graduate student in genetics. While working on a project, Mark came across an organization that was publishing flawed data, and he sent a statement of his objections concerning the faulty data to a vice president at the organization. To support his argument, he included his own, unpublished data.

A few weeks later, the vice president posted Mark’s data on the organization’s website without asking permission or giving Mark any credit. Mark’s professors told him not to write a letter of complaint, because the vice president who stole his data was in a higher position of authority, and could ruin Mark’s career.

The incident disappointed Mark: he did not receive appropriate credit for his work, and he questioned his scientific beliefs and values.

How would you handle this situation if you were Mark?
A LIFE WORTH LIVING

Dr. Bernard Lown is a cardiology professor and practicing cardiologist. Years ago, Lown had a patient, a painter who needed an operation. The operation was extremely successful, and Dr. Lown considered the case resolved. However, when his patient came in for a follow-up appointment, it turned out that, as a result of the surgery, the patient had lost the use of his right hand. He could no longer paint, and said that he felt his “life wasn’t worth living.”

Years later, Lown remembered the painter when he met with another patient who had been told that she needed a risky heart operation. Lown asked her what she wanted to do with the rest of her life; she was a professor, and she quickly responded that she wanted to summarize her life’s work. He encouraged her to pursue her writing in the time she had left, and to avoid the operation. She lived six more years, and completed her writing.

WOULD YOU HAVE MADE THE SAME SUGGESTION AS DR. LOWN?
Since childhood, Susan knew that she would become a defense lawyer. She wants to fight powerful people who abuse others, and she believes in working actively to help government and democracy work more effectively.

In one case, Susan was representing two individuals on death row, and she lost the trial in state court. Susan had to decide whether to file an appeal to a higher court. A group of activists with whom she had been working urged her to wait five years, because filing an appeal was likely to set back the statewide fight against the death penalty for a number of years. However, both of Susan’s clients were scheduled to be executed within that time, so she chose to appeal the decision, thus saving her clients’ lives.

DID SUSAN MAKE THE RIGHT CHOICE? SHOULD SHE HAVE WAITED TO FILE THE APPEAL TO SAVE THE LIVES OF OTHERS?
THE DIAGNOSIS DILEMMA

Thomas is a scientist at a pharmaceutical company. When he was finishing up his residency during medical school, he was asked by his mentor to assist with his private practice patients.

Soon after starring this work, one of Thomas’s professors was brought into the hospital in the middle of the night in a deep coma after having attempted to commit suicide. Fortunately, Thomas and his mentor were successful in saving the professor’s life. However, when Thomas’s mentor looked over the notes on the case, he said that Thomas had “missed the diagnosis,” and that the patient had been brought to the hospital due to “an acute asthmatic attack.”

Thomas quickly realized that he was being asked to help cover up a suicide attempt. Although he followed his mentor’s directions and changed the diagnosis in the patient’s file, he did not feel at all comfortable about the situation.

WOULD YOU HAVE HELPED WITH THE COVER UP?
Emma is a high school senior, accepted and planning to attend university next fall. An aspiring scientist, she's dedicated to her work. She also feels committed to her friends, something that was tested when some of them got into serious trouble for hacking into the school's computer system to change their grades. Although she knew what they were doing, she kept quiet.

As a scientist, Emma believes withholding information can be disastrous and it "violates the entire reason for doing research."

**WHY DOES EMMA HAVE DIFFERENT STANDARDS FOR HER PERSONAL AND WORK LIVES? IS THIS OKAY?**
Sara is the executive director of a nonprofit that represents freelance workers. Her grandfather was also involved with a labor union. She feels strongly about workers' rights.

In recognition of her achievements, Sara was asked to present at a meeting of the World Economic Forum, where there are always many protests. To attend, she would have to cross a picket line of striking workers, which she would normally not do.

**How would you handle this situation if you were Sara?**
Karen is a young newspaper reporter. As an entry-level journalist, she faces a lot of competition.

Karen believes that "the cardinal rule of journalism is truth-telling," but in order to get interviews, she has sometimes misrepresented herself and not told people she was a journalist when speaking to them. Karen says that sometimes journalists need to use dishonest means to get honest stories.

Do you agree with Karen's decision?
MARKETING ME

Heather is a senior in her university and a theater student. She has often been told by her professors that she is "best" in supporting roles.

Heather doesn't want to be "pigeonholed" by her physical appearance, which she feels limits her acting options. She questions whether she is "pretty enough" to be successful as a leading actress and is considering getting plastic surgery.

Heather wishes that decisions in casting were based on skill and talent but realizes this isn't always the reality in theater. She has some reservations about the theater world that she's about to pursue full-time.

HOW WOULD YOU ADVISE HEATHER?
A CLOTHES CALL

Li is a journalist working for a newspaper. She covers immigration issues.

For a story on human trafficking, Li interviewed a man who had been smuggled into the United States. He eventually got a job with a clothing company. When Li visited the factory for their interview, it was clearly a sweatshop with poor working conditions. Li worried that the footage from the interview would embarrass the clothing company and lose the man his job. Li's producer insisted on using the footage on their website, and sure enough, the clothing company called to complain.

WHAT WOULD YOU DO IF YOU WERE LI?
A BELIEVER IN BOLIVIA

Patrick is a young doctor who is passionate about his work. After his sister died of leukemia, he became a Christian, which he said gave him "meaning in life." Long concerned with social injustice, he is pursuing medicine to help those less fortunate. He plans to establish an orphanage in Bolivia, where he has worked in the past.

Patrick makes decisions according to his understandings of right and wrong, which are based on his Christian beliefs. He refers patients to his colleagues if there is an issue that is in conflict with these values. He doesn't care if these choices lead him to have a bad reputation with patients or colleagues.

WHAT DO YOU THINK ABOUT PATRICK'S BELIEFS AND ACTIONS?
Jesse is an actor in high school. During his school's drama festival, he was cast in two different shows. His first show was a wonderful experience, but it really tired him out.

Jesse started the second show right after finishing the first. He was exhausted, both physically and emotionally. In addition, he felt that the second show was not as high quality or as well-directed. As a result, Jesse had a very negative attitude in rehearsals.

A fellow cast member finally confronted Jesse about his attitude and told him he was bringing everyone else down. Jesse felt guilty for being so negative.

**How else could Jesse have handled this situation? What would you have done if you were in Jesse's shoes?**
Mara is a young gymnast. Her dream is to make it to the Olympic tryouts. Mara feels a great deal of pressure from her mother and two coaches to succeed. Originally, her mother just supported Mara’s interest in gymnastics, but now she takes more of an active role and pressures Mara a lot to succeed and win competitions.

This weekend, Mara felt tired and wanted to take the day off. Her dad let her skip an optional gymnastics lesson. When Mara’s mother found out, she was angry with Mara, and made her feel guilty.

Have you ever felt like Mara about something you loved to do? Have the expectations of others ever conflicted with your own goals?
Grace is a graduate student in molecular biology. She has worked for 5 years in the lab of a well-known professor, experience that she hopes will help her in her future career. She considers the professor a mentor.

However, Grace finds it difficult lately to work with this professor due to her overbearing management. Grade feels that, because of the professor, there is a lot of negative energy in the lab. Grace is graduating soon, and she wonders if the professor has been treating her poorly because she will soon be leaving the lab and going on to work elsewhere.

**How would you handle this situation if you were Grace?**
MENTORSHIP AT A DISTANCE

Noah is a teacher working for a music program at a school that serves students with substance abuse and behavioral issues. Noah knows what it is like to be in his students' shoes: when he was younger, his father died of a heart attack, and Noah became dependent on drugs. He has now been clean for many years.

Noah now remembers his father as a helpful and important role model, and he tries to provide healthy and positive mentorship for the students at the school. He wants to show his students that they can also change their lives and “change the world for good.”

HAVE YOU EVER SERVED AS A ROLE MODEL FOR OTHERS?
Eliza is an occupational therapist at a hospital. She feels responsible to help patients with their physical, mental, and spiritual well-being. Eliza is passionate about nature, animals, and art. She sometimes brings plants and animals to her patients.

Eliza works mostly with young people, many of whom have mental health challenges. One of Eliza’s patients is a boy who had acted violently in the past towards her. She decided to bring a hedgehog to her session with him, and she noticed a real change in his attitudes. Eliza believes she was able to give him a sense of motivation and purpose through his encounter with the hedgehog.

**THE HARDY HEDGEHOG**

**HOW CAN YOU BRING YOUR PASSIONS TO YOUR OWN WORK?**
Chris is an black actor whose specialty is Shakespeare. He is in his last year of college, and he was recently trying out for a production of Shakespeare’s play "Love’s Labour’s Lost."

After his audition, he was offered the part of Dull by the head of the school, who sarcastically told him, “A character named ‘Dull’ is a perfect fit for a black actor.” This racist comment was shocking to Chris, but he was too surprised to react in the moment, so he said nothing.

Chris now wonders afterward how he should handle the situation.

**WHAT WOULD YOU DO IF YOU WERE CHRIS? HAVE YOU ENCOUNTERED A SITUATION LIKE THIS BEFORE?**
WORRY ABOUT BULLIES

Nick is a high school senior who really enjoys acting. Nick explains that drama is not the "cool" thing to do at his high school, and students who do drama are sometimes bullied.

Nick was recently cast as one of the two stepsisters in his school’s production of Cinderella. He wants to play the role and thinks it would be fun. But he is worried about being made fun of, especially after hearing some of his classmates make jokes about him playing a female role.

Nick wonders if he should still play the role of the stepsister in the school play.

WHAT WOULD YOU DO IF YOU WERE NICK?
FOOD FOR THOUGHT

David is the CEO of an international fast food restaurant chain. David struggles with the decision of whether he should sell food that contains genetically modified organisms (GMOs). He wants to ease customers’ concerns about GMOs, as many customers believe GMOs are harmful. Yet David believes there’s no harm in GMOs. “As a business,” David says, “we have no ethical obligation to lead a fight for some social issue that’s beyond our competence... We’re not scientists and we’re not environmentalists... We’re business people.”

WHAT WOULD YOU DO IF YOU WERE DAVID? WOULD YOU SELL FOOD WITH GMOS IN THEM?
Daniel Schorr was a reporter and news commentator who worked for a public radio station. As Schorr was traveling in the Soviet Union along the edge of Poland in the 1950s, he interviewed, on camera, a group of people who told him that they “were going to Israel.” When he returned to Warsaw, Schorr told the Israeli ambassador about the group of people. The Israeli ambassador explained to Schorr that an agreement had been worked out with the Soviet government that would allow people to be “repatriated” to Poland from the Soviet Union, and then to make their way to Israel in secret, because the Soviet Union was not allowing any emigration to Israel. Schorr had interviewed these people on camera, and he felt some pressure to adhere to the standard journalistic principle of uncensored reporting. However, this conflicted with his most basic humanitarian instincts: if he aired the film, these people would probably no longer be able to leave the Soviet Union for Israel.

WHAT WOULD YOU HAVE DONE IF YOU WERE IN THIS SITUATION?
MONEY TROUBLES

Felicia is the founder of a national nonprofit organization that works with schools, families, and volunteers for community safety. A few years ago, Felicia needed to raise money quickly. She talked with a potential funder about doing a challenge grant: if Felicia could raise $20,000 from other sources, the funder would give her an additional $20,000. Felicia raised $20,000 from other sources, telling her donors that they would get the challenge grant. Then the funder who had offered the challenge grant called to say that she had “changed her mind.” Felicia was faced with an ethical decision: should she tell the donors the challenge grant had been cancelled, or should she keep quiet and keep the money?

HOW WOULD YOU HANDLE THIS SITUATION IF YOU WERE FELICIA?
BEYOND THE SCIENCE CLUB

Allison is a high school student who worked in a neurobiology lab one summer with the intention of submitting her project to a science competition. Allison decided on her own to work on an experiment involving mice, despite the fact that her supervising professor warned her that projects based on “live” animals were not interesting to the competition judges. Knowing that she was unlikely to win the competition because she worked directly with animals, Allison decided to hide this truth in her research paper, making it seem as though she had not actually handled the mice directly. In the end, Allison was named a semifinalist and won a college scholarship worth $2,000. She was accepted at a university, where she has chosen to pursue scientific research.

WHAT WOULD YOU HAVE DONE IF YOU WERE ALLISON?
Rob is a high school actor. Rob’s father is very much opposed to Rob’s interest in theater, and several years ago tried to redirect him to be involved in other activities like athletics. A year ago, Rob’s father told him that he could no longer be involved in theater. For 6 months, Rob avoided all theater activities, and sank into a “deep depression.” Finally, he decided that, against his father’s wishes, he would go back to acting, and he was cast in a high school production. Despite his father’s opposition, Rob has sustained his passion for theater, and has decided to major in musical theater at university.

DID ROB MAKE THE RIGHT CHOICE? SHOULD HE HAVE FOLLOWED HIS PASSION OR OBEYED HIS FATHER?
FINDING THE THREAD

Sheila is a young actress. She has been involved with the theater since she was eight, and she says she would never consider doing anything else. She has even had what she described as a “spiritual experience” during a summer theater festival. Sheila explains that she had had recurring dreams throughout her whole life with a very particular image of mountains. As she performed a lead role on stage during the summer festival, she looked around and realized that she was surrounded by the mountains she had been seeing in her dreams.

WHAT ARE YOU PASSIONATE ABOUT? HAVE YOU EVER HAD AN EXPERIENCE LIKE SHEILA’S?
Linda is a nurse at a local health care center for the homeless. As a child and young adult, Linda faced many challenges within her family: her parents were divorced, and her mother and sister were both mentally and emotionally unstable. By supporting her mother and her sister, she learned to “reach out and help others.” Linda firmly believes that having experienced pain herself allows her to bring empathy to her own work as a nurse. At the same time, Linda acknowledges that over-empathizing with people can be risky, because you take on too much of a patient’s “sorrow and sadness.”

HOW DO YOU FIND BALANCE IN YOUR OWN LIFE?