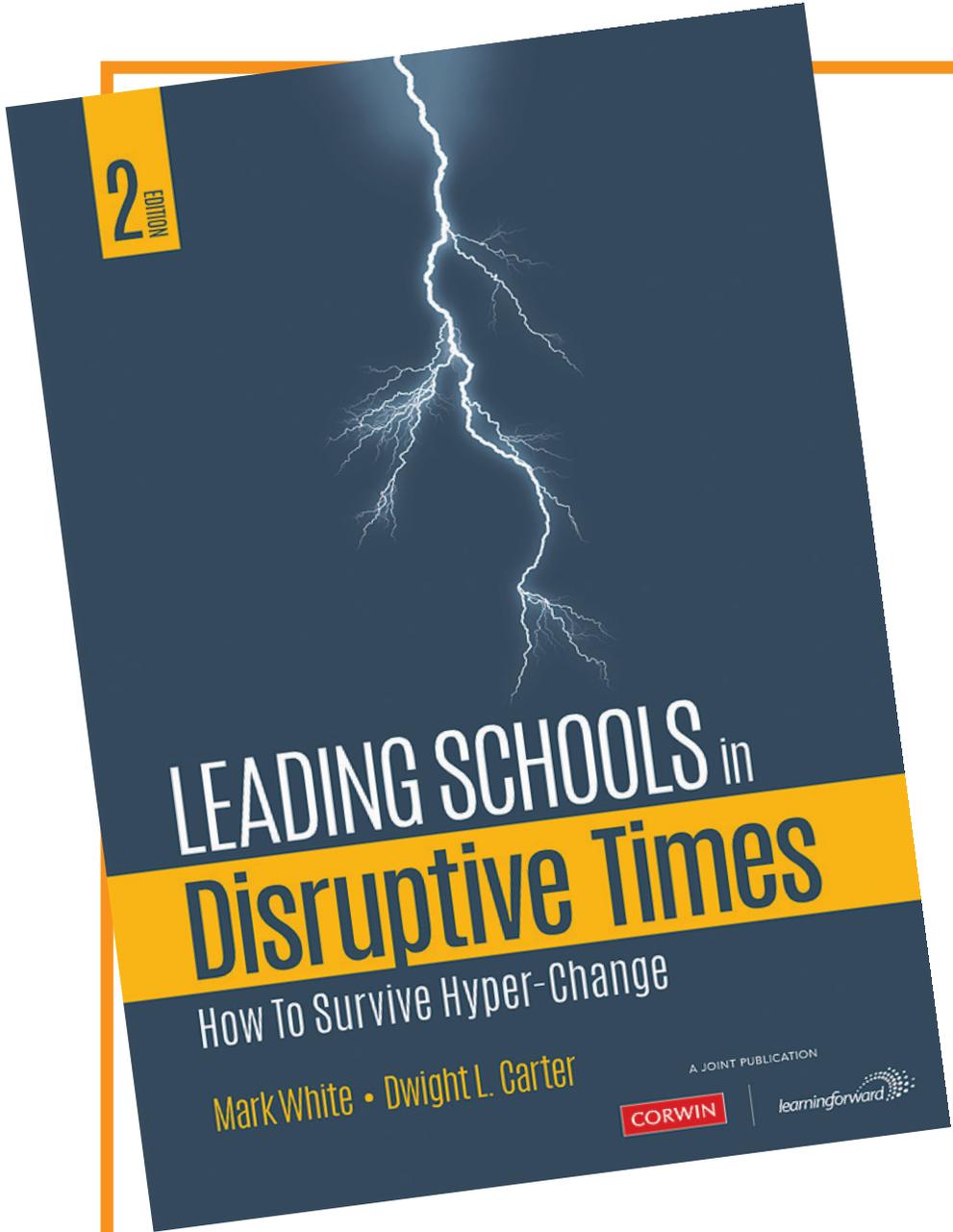


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EDITION



# LEADING SCHOOLS in Disruptive Times

How To Survive Hyper-Change

Mark White • Dwight L. Carter

A JOINT PUBLICATION

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Please enjoy this complimentary excerpt from *Leading Schools in Disruptive Times, Second Edition* by Mark White and Dwight L. Carter.

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## What Educational Leaders Can Do

### Personal Reflection

In addition to reading about ways to address systemic racism, educators must do some personal work. In a recent Harvard EdCast podcast episode, the authors of the book *Unconscious Bias in Schools: A Developmental Approach to Exploring Race and Racism* (2019), Tracey A. Benson and Sarah E. Fiarman, recommended that education leaders do the following first:

- “We have to think about the language we use to describe students by their less desirable characteristics.” For example, the terms “achievement gap,” “low SES,” and “low achievers” are deficit language and are usually used to describe students of color. Instead, consider using the terms “aspiring students” or “aspiring college-bound students.”
- Understand one’s own racial identity and how unconscious bias manifests itself in one’s behavior. Doing this work will allow the school leader to be a strong supporter of the staff’s growth.
- Understand that antiracist work is a journey or continuum of learning. “There’s no roadmap or manual.” Be patient and live in the discomfort of the uncomfortable journey.
- Acknowledge that mistakes will be made. Own them publicly and explain that you are on a learning journey (Anderson, 2020).
- While it is tempting to want to make broad statements and sweeping changes, it is more important for educators to reflect on their social identity and privilege by asking the following questions:
  - How often, if ever, have you had a Black or nonwhite person in your home as a guest or overnight guest?
  - If all else is equal, would you move into a neighborhood/ community where you are the racial/ethnic minority? Why or why not?
  - How comfortable would you be if your child dated and/or married a person who is not your race or ethnicity?
  - When in your life have you been the racial/ethnic minority for longer than a month? What was that experience like?

- When is the last time you have read a book written by a Black or nonwhite author?
- Examine your personal library: Does it include voices from others who do not look like you?
- Are you fearful of losing favor with friends and family if you took an antiracist stance?

To help others save time, in May 2020 educators Sarah Sophie Flicker and Alyssa Klein curated a list of resources by creating the Google document *Antiracism Resources for White People*. Included are a variety of different resources, such as articles, books, videos, documentaries, and organizations to support. They state,

*This document is intended to serve as a resource to white people and parents to deepen our anti-racism work. If you haven't engaged in anti-racism work in the past, start now. Feel free to circulate this document on social media and with your friends, family, and colleagues. We will add that is it for all educators who want to create a more equitable and accessible learning experience for all students. (Flicker & Klein, 2020, paras. 1–2)*