AACCUP, 212	American Association of School
Abu Jaber, Majed, 57–61	Administrators (AASA),
Accommodationalism, 251	17, 283
Accrediting Agency of Chartered	Angry Black woman, 240-242
Colleges and Universities in	Apathy, 46
the Philippines	Applied Critical Leadership (ACL),
(AACCUP), 208	129, 133–134
Achievement, 9, 14, 36, 40–43, 79,	with improvement,
102, 108, 109, 123, 127–142,	linking, 141–142
149, 151–153, 156–158,	Arab education system in Israel,
160, 162, 186, 188, 198, 246,	women principals' role
282, 287	in, 107–123
Adaptability, 204, 205, 210, 211	female principals' activities, to
African American women leaders,	promote social
in higher education, 91–103	justice, 119–121
authenticity of, 235–252	injustice in childhood,
celebrating, 99–102	determination and awareness
historical perspectives of, 92-94	of, 115–116
personal lived	school policy establish-
experiences, 97–99	ment, 118-119
professional lived	sensitivity, development
experiences, 95–96	of, 116–117
Africana Womanism, 19	Arab revolt, 83
African Women's Development	Arab Women Leadership
Fund, 268	Outlook, 62
Aggression, 9	Artis, Roslyn Clark, 102
Aggressive negotiation, 77	ASEAN integration, 204
Alexander, Sadie Tanner	plans for, 212–213
Mossell, 92	women and men leaders, distinc-
Alienation, 41	tion between, 213–214
AlSumaiti, Rabaa, 56, 57, 63,	ASEAN Integration UP
67-70,71	Forum, 213

Asian Critical Theory, 20	Blackness, 242–243
Asia-Pacific Economic Cooperation	Black Panthers, The, 130
(APEC), 204, 205–206	Black women, in
Aspiring Racialized Leaders	leadership, 176–178
Mentorship Program, 197	Bontemps, Arna, 100
Assertive approach, 240–242	Boyd, Gwendolyn, 102
Assertive communication, 77	Braverman's Labor Process
Association of Southeast Asian	Theory, 17
Nations (ASEAN), 204, 205	
Augmentation, 58	California Achievement Test, 172
Australian Securities Exchange	Campbell, 173
(ASX), 25	Canadian International
Authenticity, of African American	Development Agency
female school	(CIDA), 268
leader, 235–252	Care, ethic of, 222, 225–226
Authority, power as, 38	Caring, 243–246
Autonomy, 9, 14, 78	Chisholm, Shirley, 177
• , , ,	Civil Rights Act of 1964
Baker, Ella, 177	Title VII, 6
Baker, Josephine, 176	Civil Rights Act of 1972
Banda, Joyce Hilda, 272	Title IX, 6–7
Barriers to women's leadership,	Civil Rights Act of 1991, 7, 280
12–15, 76–77	Cole, 100
overcoming, 77–78	Collaboration, 45–47, 243–246
Bath, Patricia, 176	Collaborative leadership, 38
Behavioral reasoning theory, 215	Collegial participation, 215
Being mission driven, 248–249	Comfort Principle, 60, 61
Bennett-Stonebanks,	Commission on Higher Education
Melanie, 260–264	(CHED), 208, 209, 212
Best Evidence Synthesis (BES),	Communication, 38, 46, 162,
133, 140	205-207, 214, 216
Best practices, in educational	assertive, 77
leadership, 132–133, 140	skills, 209–210
Bethune, Mary McLeod, 99, 180	Community development, 274
Black Female Leadership	Compassion, 161, 211
Verisimilitude (BFLV), 252	Competence(ies), 39
Black feminist thought, 179	organizational, 210
K-12 education system, 179–182	transversal, 205–206
Black Feminist Thought, 19	Conflict resolution, 211
Black Lives Matter Movement, 188	Considerate, 243–246
Zimin Lives marter movement, 100	201131401410, 213 210

Conspiracy of silence, 3, 13, 20n1	Democratic participation, 211
Consultative leadership, 215	Democratic schooling, 36, 44–48
Conversations: Straight Talk with	Department of Budget and
America's Sister	Management (DBM), 208
President, 100	Developmental leadership, 80
Council on Women and Girls, 98	Development Studies, 259
Counter deficit storytelling, 135	Discrimination, $5-7$, $9-12$, 14 ,
Critical and innovative	16–18, 36, 99, 108, 113, 115,
thinking, 205–207	178, 237, 240, 250, 280,
Critical Humanist Philosophy, 78	298, 299
Critical leadership, 154–155	gender, 6, 77, 97
cultural conscientization	patterns in employment prac-
and, 157–162	tices, 9–10
duality of gender	Disproportionate representation, in
toward, 145–164	gifted programs, 40–41
path of, navigating, 185–200	Distributive justice, 108
in school reform, 156–157	Diversity, 18, 36, 46, 49, 58–59, 66,
Critical pedagogy, 131	79, 95, 113, 118–120, 122,
Critical Race Theory, 19–20	123, 129, 136, 168, 177, 181,
•	
Critique, ethic of, 222, 227–229	182, 186, 188, 189, 193,
Cultural conscientization, 157–162	195–197, 205, 211, 231,
Cultural constructs, 146–149	236, 298
Cultural feminism, 63, 76	Documentation of female perspec-
Cultural justice, 108	tive, $9-12$
Culturally responsive leadership,	Dominance, 9
187, 189–190	power as, 38
Culture, and school	Double Blind theory, 60, 61
reform, 156–157	Draper, Sharon, 174
Daly, Marie Maynard, 176	Educational administration
Dandridge, Dorothy, 176	women in, 8
Decision-making	see also school administration
ethical leadership and, 219-232	Educational background, of
reasoned, 208–209	leaders, 26–27
shared, 38	Educational inequity, 39
Decolonization, 259	Educational leadership, 1–20
Deference, 9	Eichmann, Adolf, 84
Democracy, 44, 45, 80, 83, 220	Emotional intelligence, 37, 47,
Democratic leadership, 38	79, 210
=	

Emotionalism, 9 Empathy, 79, 119, 205, 210, 214, 216, 226 Employment, 9, 57, 62–63, 170, 205, 216 discrimination, 6 Empowerment, 18, 39, 62, 122, 154, 192, 194, 197, 227, 228, 258, 268, 271	Female leadership candidates, leadership styles of, 279–293 Feminism and leadership, 130–131 see also Women's leadership Feminist Critical Theory, 20 Feminist theory, 139–140 Filipino women, as educational leaders, 203–216
staff, 39	21st-century skills, 207–212
Entrepreneurship, 207–208	Financial Times Stock Exchange
Equal Employment Opportunity	(FTSE), 25
Commission (EEOC), 6	"Fire,", 173
Equal Opportunities Commission	Flashes of Thought, 70
(EOC), 25	Flexibility, 210
Equal Pay Act (EPA), 6	Four-Part Model System, 10, 11
Equity, 44, 45, 186	
achievement, 43	Gender, 7–8, 12, 39
gender, 18	bias, 59
programmatic, 43	discrimination, 6, 10, 77, 97
systemic, 39	disparity, in leadership position,
teacher quality, 43	13, 18, 25–26, 30–31
Ethical decision-making, 219–232	disproportionate representation,
Ethical understanding, 211	in gifted programs, 40–41
Ethnicity, 8, 36, 39, 40, 49, 83, 96,	diversity, 58–59
107–123, 133, 135, 147, 150,	duality of, toward critical
153, 171, 177, 281, 288,	leadership, 145–164
292, 300	dynamics, 57–58
see also Race	and educational background,
Evans-Apprey, Cheryl, 171,	relationship between, 28–30
175, 176	equity, 18
Excellence, 39	identity, 14
	imbalance, in leadership
Face exclusion from informal	position, 5, 6
networks, 77	intersectionality of, 281
Fair Labor Standards Act of	and leadership, 47–48
1938, 6	of U.S. school principles, 3
Feedback, teachers' and	roles and responsibilities,
administrators' perceptions	147–148
of, 289–291	segregation, 6

Glass Ceiling Act, 7	national, 206, 211
Glass Ceiling Commission, 7, 280	workplace, 156-157, 191, 236
Global citizenship, 205-206, 211	Inclusive leadership, 38
Global Gender Gap Index	Independence, 39, 62
(GGG), 62	Independent learning, 211
Globalization, 205	Indigenous educational leadership,
"Groove Line,", 173	131–132, 147, 157
Gurion, Ben, 83–85	Inequality(ies), 59
ourien, sen, ee ee	salary, 77
Hamer, Fanny Lou, 177	systemic, school leaders'
Harassment, workplace, 77	contextual awareness
Hegemony, 103, 164 <i>n</i> 2, 176, 268	of, 41–42
Height, Dorothy, 177	Information and communication
He Kākano, 158	technologies (ICT),
Higher education, African	206, 211–212
American women leaders	
	Inspiration, 38
in, 91–103	Integrity, 205, 211
celebrating, 99–102	Intelligence, emotional, 37, 47,
historical perspectives of, 92–94	79, 210
personal lived experi-	Inter-Agency Network for
ences, 97–99	Education in
professional lived experi-	Emergencies, 57–58
ences, 95–96	Intercultural understanding, 211
Higher Education Institutions	Intergovernmental organizations
(HEIs), 204, 207, 209, 212,	(IGOs), 24
213, 215, 216	International Advocate Legal
Histadrut, 83	Services, 62
Howard-Baptiste, Shewanee D.	International Labour Congress,
school experiences of, 169–172	83
Hui Taumata (national leadership	International organizations (IOs)
forum for Māori in educa-	leadership structures of, 23–32
tion), 152	Intrapersonal skills, 205,
Human Development Report	206, 210–211
2014, 221	Investing in Diversity, 195, 197
Hurston, Zora Neal, 176	Israel
,	Arab and Jewish education
Identity, 17, 36, 39, 40, 42, 76, 133,	system, women principals'
136–137, 140, 149, 159, 170,	role in, 107–123
188, 192, 243, 251, 282	Jewish State of Israel, 83
gender, 14	Ivory Towers, 169, 177, 178
٠	,,,,

Jackson Shinlay Ann 02 101 102	Va Hibitia Managina for Successi
Jackson, Shirley Ann, 93, 101–102 Jameson, Mae, 176	Ka Hikitia – Managing for Success: Māori Education Strategy
Jenkins, Sabetha, 100	2008–2012, 153
Jenny, 269–272	Karanga, 148
Jewish education system in Israel,	Kaupapa Māori, 163–164n2
women principals' role	Kia Eke Panuku: Building on
in, 107–123	Success, 157, 164n3
female principals' activities, to	Knowledge and Human
promote social	Development Authority
justice, 119–121	(KHDA), 67–69
injustice in childhood,	Kōhanga Reo, 154
determination and	T 1 7' ' (0) ' (1) 00
awareness of, 115–116	Labor Zionist Organization, 98
school policy establish-	Latino Critical Theory, 20
ment, 118–119	Leaders
sensitivity, development	educational background
of, 116–117	of, 26–27
Jewish State of Israel, 83	systemic inequities, contextual
Job satisfaction, 282	awareness of, 41–42
Johnson, Brent E.	Leadership
school experiences of,	Arab women in, 57–61
172–176	Black women in, 176–178
Johnson, Iris, 175	collaborative, 38
Joyful Women Organization, 268	consultative, 215
Justice	critical, 145–164, 185–200
cultural, 108	culturally responsive,
distributive, 108	187, 189–190
ethic of, 222, 227	democratic, 38
relational, 108	developmental, 80
social. See Social justice	ethical, 219–232
Juvenile justice system, 47	gender and, 47–48
	gender disparity in, 13, 18,
K-12 education system	25-26, 30-31
administrative positions, women	inclusive, 38
in, 5–6, 7, 12	indigenous educational,
Black feminist thought	131–132, 147, 157
in, 179–182	influence of, 156
Ka Hikitia – Accelerating Success	journey, 190-198
<i>2013</i> – <i>2017</i> , 153	learning, 80

	minority women's representation	McDaniel, Hattie, 176
	in, 167–183	McDemmond, Marie, 101
	narratives, 63	Media and information literacy,
	organic, 80	206, 211–212
	orientation, 45-47	Meir, Golda, 80–86
	participatory, 38, 215	as activist, 83
	servant, 80	as delegate at the Women's
	social justice, 187, 189–190	Labour Convention, 83
	for social justice, ethos of, 78–80	education, 81–82
	status, in UAE, 62–63	as Foreign Minister, 84–85
	structures, of international	as head of Jewish Agency's
	*	Political Department, 84
	organizations, 23–32	as Israel's ambassador to
	symbiotic, 80	
	transformational, 39, 79, 80, 131	Russia, 84
	transformative, 131, 133–134,	Israel's Declaration of
	156, 187–188	Independence and, 83
	women. See Women's leadership	marriage, 82
	ading for Equity, 195	National Bond Program and
	arning leadership, 80	as Prime Minister, 86
Le	gal context, for women leader-	role in Six Day War, 85
	ship, 6–7	as Secretary General, 85
Liı	ndsey, 173	United Labour Party
Lis	stening to the voices of others, 42	and, 85–86
Ly	ons, Mary, 180	Women's Workers' Council
•	,	and, 82–83
M	alawi, 257–258	Men and women leaders, distinc-
	ale leadership candidates, leader-	tion between, 213–214
1.1	ship styles of, 279–293	Mentoring, 281
M_{ℓ}	ana, 146, 156	Mentorship, 247–248
	ana tane (leadership of men), 148	Mentorship opportunities, lack
	ana tangata, 148	of, 77
	ana wahine (leadership of	Meyerson, Morris, 98
1V1 (women), 148	Middle East—North
1.1	**	
IVI (ana whenua (guardianship of the	Africa (MENA)
	land), 148	women leadership in, 56,
	angum, Elmira, 102	57, 63–64
M	āori Achievement Collaboratives,	Mihi (greetings), 158
	The (MACS), 127–142	Minority women's representation in
	arginal(ity/ization), 108, 179, 188	leadership, 167–183
M_{ϵ}	atariki (Māori new year), 160	Modernization, 205

Mosley-Howard, Gerri Susan,	Ontario Human Rights
175, 176	Commission (OHRC), 188
Motivation, 38	Open-mindedness, 205
Multicultural education, 131	Oppression, 59, 78, 188
My Vision, 70	Organic leadership, 80
•	Organizational skills, 210
National Administrative Guidelines	
(NAGs), 152	P-12 education system, 36
National Certificate of Educational	Panchayat Period, 220
Achievement, 162	"paradigm shift" model, 1-20, 169
National Council for the	Participatory action research
Accreditation of Teacher	(PAR), 257, 258, 262, 274
Education (NCATE), 64, 66	Participatory leadership, 215
National Education Goals	Passion, 42–43
(NEGs), 152	Passivity, 9
National identity, 211	Patterson, Mary Jane, 99
Negotiation, aggressive, 77	Pedagogy, 281
New York City public school, 238	Peel Commission, 83
New Zealand (NZ)	Perseverance, 210
duality of gender toward critical	Persistence, 43–44
leadership, 145–164	Personal lived experiences, 97–99
historical context, 150	Person-situation Interactionist
influence of leadership, 156	Model, 222, 223
Māori Achievement	Phenomenology, 44
Collaboratives, The	Philippine Association of State
(MACS), 127–142	Universities and Colleges
policy response, 153	(PASUC), 208
resistance, 151	Player, Willa Beatrice, 99
revitalization, 151	Policy response, 153
society, fabric of, 149-150	Postcolonialism, 259
Treaty of Waitangi, 150, 152,	Poverty, 40, 198, 213
156, 163 <i>n</i> 1	Power, 14, 15, 38–39, 154
vision, setting, 152	as authority, 38
Non-governmental organizations	as dominance, 39
(NGOs), 24	Pōwhiri (formal cultural rituals of
Nuremburg Laws, 83	encounter), 147, 148
	Practice, 36, 43, 131–132
Obama, Michelle, 177, 237	Prejudice, 282
Occupational discrimination	Principals, 3, 16–17, 47,
women in, 7	239-240, 280

secondary school, 46, 48	professional, 159
social justice leadership of, in	Resiliency, 205
Jewish and Arab	Resistance, 151, 197
schools, 107–123	Resistance to change, 46
types of activity, 111	Resourcefulness, 205, 208
urban, 48	Respect, 161
Privilege, 39, 48, 154	for diversity, 211
Problem-solving, 38	for the environment, 211
Profession, ethic of, 222	Responsibility, 39, 211
Professional lived	Revitalization, 151
experiences, 95–96	Risk-taking, 211
Programmatic equity, 43	R.O.A.D.M.A.P., 181
Public school administration	1.0.11.1.11.1.1.1.1.1.1.1.1.1.1.1.1.1.1
women in, 7	Safe School Policy and
women m, /	Regulation, 193
Qualitative secondary analysis	Safe Schools Act, 193
(QSA), 45	Salary inequalities, 77
Qualities of awareness, 211	Scholarship, 131
Queen Bee Syndrome, 12	School administration
Queen Bee Syndrome, 12	women in, 2–3, 5–6
Race(ism), 6, 8, 35–49, 60, 81, 92,	see also Educational
94, 97, 98, 133, 134, 146,	administration; K-12
150, 171, 179, 181, 187, 188,	education system
194, 252, 281, 283, 288,	Schooling
292, 297	democratic, 36, 44–48
see also Ethnicity	identities and, 39–41
Racial demographics, 188	School leaders
Rashid, H. H. Sheikh Mohammed	contextual awareness of systemic
bin, 70	inequities, 41–42
Reasoned decision-making,	School reform, culture and critical
208-209	leadership in, 156–157
Reflective thinking, 209	Secondary school principals, 46, 48
Regional disparity, in leadership	Segregation, 46
position, 24, 26–32	gender, 6
Reid, Pamala Totman, 102	academic, 41
Relational justice, 108	Self-abasement, 9
Relationships, 147, 148, 160–162	Self-awareness, 47, 210, 211
complementary, 157	Self-determination (rangatiratanga),
interpersonal, 160	151, 156
*	,

Self-development, 62	Staff empowerment, 39
Self-discipline, 210	Stereotype(ing), 96, 150, 179, 236,
Self-efficacy, 77	237, 241, 242, 246, 250, 251,
Self-esteem, 77, 240	258, 281–284, 292, 300
Self-knowledge, 37	Stonebanks, Christopher
Self-motivation, 211	Darius, 264–269
Self-respect, 211	Superintendents, 3–4
Self-sufficiency, 39	Supportive loved ones, 249–250
Sense of belonging, 211	Symbiotic leadership, 80
Sense of self, 247	Systemic equity, 39
Servant leadership, 80	TT 1' C D '1 171
Servility, 251	Taliaferro-Baszile, 171
Sexual harassment, 6	Tapu (spirituality), 149
Shared decision-making, 38	Teacher quality equity, 43
Sharett, Moshe, 84	Teamwork, 210
Sheerin, Fintan, 273–275	Te Ara Hou. See Māori
Sheikh Mohammed bin Rashid	Achievement Collaboratives,
Young Leaders Program, 70	The (MACS)
Sheikh Nahayan, 64, 86–87	Te Reo Māori, 158
Shifting, 237, 250	Terrell, Professor, 175
Simmons, Ruth, 93, 100–101	"Skin Tight,", 173
Sisterachry, 59–61	"The New Negro,", 251
Sister Meriam, 174	Theory of participation, 214–215
Social class, 40	Thornton, Gerry Sue, 93, 100
Social justice (SJ), 36, 37, 39,	Tikanga (customary cultural
44-48, 299-300	practices), 147, 159
awareness, 42	Timidity, 9
defined, 109	Tokenism, 15
Social justice leadership,	Tolerance, 49, 193, 194, 205,
187, 189-190	214, 211
ethos of, 78–80	Toronto Board of Education
in Jewish and Arab	(TDSB), 194
schools, 107–123	Trajectory of Ethical, Responsible,
Social Risk Index Data, 197	and Authentic leadership
Socioeconomic status (SES), 39,	(TERA), 222–223, 230
40, 47	Transformational leadership, 39,
Spelman, 100	79, 80, 131
Spirituality, 48	Transformational leadership
Sponsorship, lack of, 77	theory, 38
1 7	3 /

Transformative leadership, 131,	Walker, Madam C.J., 177
133–134, 187–188	Whaikōrero (formal speech
principles of, 156	making), 148
Transformative Praxis: Malawi	Whakairo (traditional
(TPM), 257, 258, 275	carvings), 160
Transparency, 228	Whakapapa (genealogy), 131, 148
Transversal competencies, 205-206	Whakatane, 146
Treaty of Waitangi, 150, 152,	Whanaungatanga, 159
156, 163 <i>n</i> 1	Wheadon, Rosetta, 99
Tribal Critical Race Theory, 20	Williams, Boyce C., 56, 57,
Trust building, 78	63, 64–66
Truth, Sojourner, 177, 180	Winfrey, Oprah, 177
Tubman, Harriet, 177	Women
21st-century skills, 204, 205-206	leadership. See
Filipino women educational	Women's leadership
leaders, 207–212	superintendents, 3–4
	in U.S. workforce, national
Unconscious Images, 61	perspective of, $4-7$
United Arab Emirates	Women's Labour Convention, 83
(UAE), 55-71	Women's leadership,
cultural feminism and leadership	76–78, 193–198
narratives, 63	barriers to, 12–15, 76–78
employment and leadership	benefits of, 65–66
status in, 62–63	continuous training and
women leadership in, 57–61	guidance, 68–69
United Nations Social	distinguished from men
Development Network, 204	leadership, 213–214
United States Agency for	insights of, 66
International Development	legal context for, 6–7
(USAID), 268	in new millennium, 15–18
Urban principals, 48	in occupational discrimination,
U.S. Department of Labor, 280	in public school
	administration, 7
Values-orientation, 45–47	race and, 47–48
Verisimilitude, 252	recommendations for, 86–87
	in school administration,
Wahinetoa (warrior woman), 147	2-3, 5-6
Wairua (spirituality), 148	values of, 65, 69

Women's Place Model, 10 Women's Workers' Council, 82–83 Workplace harassment, 77 World Economic Forum (WEF) Global Gender Gap Index (GGG), 62 Yearbook of International Organizations 2007–2008, 27 Yearbook of International Organizations 2015–2016, 24