



Responsibilities of Culturally Proficient School Leaders

(considering each Essential Element)

ROLE	ACCESS CULTURE	VALUE DIVERSITY	MANAGE THE DYNAMICS OF DIFFERENCE	ADAPT TO DIVERSITY	INSTITUTIONALIZE CULTURAL KNOWLEDGE
<p>Teachers: Observe and instruct</p>	<p>Assess our own culture and its effect on students.</p> <p>Assess the culture of the classroom.</p> <p>Support students in discovering their own cultural identities.</p>	<p>Teach all subjects from a culturally inclusive perspective.</p> <p>Insist on and model classroom language and behaviors that value differences.</p>	<p>Use conflict as object lessons.</p> <p>Teach students a variety of ways to resolve conflict.</p>	<p>Learn your own instructional and interpersonal styles.</p> <p>Develop processes to enhance them so that they meet the needs of all students.</p> <p>Help students to understand why things are done in a particular way.</p>	<p>Teach students appropriate language for asking questions about other people's cultures and telling other people about theirs.</p>
<p>School Site Administrators: Lead and supervise</p>	<p>Assess the culture of the school, and articulate the cultural expectations to all who interact there.</p>	<p>Articulate a culturally proficient vision for the school.</p> <p>Work with educators and staff to establish standards for holding one another accountable for the vision.</p>	<p>Provide training and support systems for conflict management.</p> <p>Help faculty and staff learn to distinguish between behavioral problems and cultural differences.</p>	<p>Examine policies and practices for overt and intentional discrimination, and change current practices when appropriate.</p>	<p>Model and monitor schoolwide and classroom practices.</p>
<p>District Administrators: Implement policy</p>	<p>Assess culture of the district and the administrator's role in maintaining or changing it.</p>	<p>Provide guidelines for culturally proficient practices and establish standards for appraisal.</p>	<p>Provide resources for developing and establishing new conflict management strategies, including culturally specific mediation techniques.</p>	<p>Assess policies and propose changes when appropriate.</p>	<p>Propose and implement culturally proficient policies.</p>

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Parents and Community: Articulate expectations	Share with school personnel parent and community perceptions of the school's culture and practices.	Elect board members who represent cultures in the community.	Discern and point out to school personnel the nature and source of conflict when it occurs.	Identify policies and practices that need changing.	Serve as resources to the formal school leaders.
School Board Members: Set policy	Assess the cultures of the district and the board and the effect of those cultures on the community.	Establish standards for culturally proficient practices.	Articulate the need and value for culturally specific conflict management and mediation.	Review and change policies as the student population changes to maintain culturally proficient environment.	Establish all policies from a culturally proficient perspective.
Classified Employees or Leaders: Support site and district functions	Assess culture of employees as support personnel and connections to community.	Demonstrate value for diverse community through inclusion and celebration of diversity.	Provide training and support for awareness of cultural appreciation and conflict management.	Adapt to diverse work styles, languages, and cultural changes in community. Celebrate newcomers.	Model culturally proficient, inclusive practices and behaviors. Create and support professional learning teams.

Responsibilities of Culturally Proficient School Leaders” recreated from Lindsey, Robins, Terrell, and Lindsey(2019). Cultural Proficiency, A Manual for School Leaders, 4th Ed. Thousand Oaks, CA: Corwin,p 150-151.