# Contents

*Foreword by James Ryan*  
*Acknowledgments*  

**Introduction: Leading for Systemic Educational Transformation in Canada**  
CAROLYN M. SHIELDS AND ANDRÉANNE GÉLINAS-PROULX  

### Part I: Transformative Leadership in Practice

1. **Transformative Leadership Theory: A Comprehensive Approach to Equity, Inclusion, Excellence, and Social Justice**  
   CAROLYN M. SHIELDS  
   23  
2. **Transformative Leadership: Leading French-Language Schools in Canadian Anglo-dominant Contexts**  
   ANDRÉANNE GÉLINAS-PROULX AND MÉLISSA VILLELLA  
   43  
3. **Transformative Educational Leadership: Leading for Equity and Social Justice in the Twenty-First Century**  
   DARCIA ROACHE AND JASON MARSHALL  
   70  

### Part II: Equitable and Socially Just Approaches to Leadership

4. **Challenges and Choices: Sustaining Social Justice Leadership in Ontario Schools**  
   DONNA KOWALCHUK  
   85
5 Disrupting and Dismantling Deficit Thinking in Schools through Culturally Relevant and Responsive Pedagogy

Andrew B. Campbell and Kaschka Watson

6 Perspectives of Social Justice Leadership: A Duo-Ethnographic Study

Jacqueline Kirk and Ayodeji Osiname

7 Anti-racist Teaching and Leadership in Higher Education: Decentring Whiteness and Addressing Alt-right Resistance

Vidya Shah and Stephanie Tuters

Part III: Decentring Discrimination

8 Canadian Indigenous Leadership for Social Justice in the Face of Social Group Apraxia: Renovating the State Colonization Built

Marlene R. Atleo, ?EH ?EH NAA TUU K’W’ISS, Ahousaht First Nation

9 Washroom Dramas and Transgender Politics: A Transformative Approach to Gendered Spaces in Canadian Public Schools

Thomas Zook

10 Supporting Newcomer Refugee Students’ Adaptation in Schools: Challenges, Practices, and Recommendations through the Lens of a Compassion-Based Framework

Raghad Ebied

11 New Canadian Student Leadership: “It’s More Than Just a Tour”

Lyle Hamm

12 School Leadership in the Era of Bill 21: A Call for Commitment and Courage

Philip S.S. Howard

Conclusion: The Future of Leading for Systemic Educational Transformation in Canada

AndréeAnne Gélinas-Proulx and Carolyn M. Shields

Author Biographies