

# Opportunities for Trust Building in Times of Discord

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We are in a moment of opportunity. The struggle over who controls the  
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Trust, built over time, can be lost in a moment. Temporal and fragile, it is vulnerable to missteps, miscommunication, and mischief. 7RGD ¶V VFKRRO OHDGHUV RSHUDWH LQ FKDUJHG political environments fraught with controversies often sparked by design to sow discord and skepticism. Even for established and respected leaders with strong school community relationships W R G D \ ¶ V F O L P D W H makes trust a tenuous commodity.

especially when leaders, enveloped by complex and demanding work, struggle to develop close and trusting relationships with their communities.

Successful leaders understand these conditions and recognize the importance of and means for developing trust that is f

Public schools have been under scrutiny for at least since the Nation at Risk report was published in 1983 and perhaps before that when in 1954 economist Milton Friedman called for reduced investment in ³ J R Y H U Q P H Q W V F K R R O V ´ Z K L O H S U R Y L G L O J S D U H Q W V with choice through vouchers (Friedman, 1955).

initial phase of a broader approach for continuous improvement via an inquiry and adaptation cycle that engages all stakeholders and not just at the outset. Such a process, if characterized by an ~~act~~, predictable, and transparent exchange of information, can create and fortify multiple layers of trust among the community, staff, parents, and students.

Orchestrated efforts to undermine public education to achieve ideological, religious, and entrepreneurial agendas, while RIWHQ RXW RI WKH SXEOLF ¶V H V H K D Y H E H H O unrelenting. Attacking school leadership is a pervasive tactic that can be effective,







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