

11-20-2019

## School Principals' Understandings of Student Difference and Diversity and How it Influences Their Work

Katina Pollock  
Western University, kpolloc7@uwo.ca

Patricia Briscoe

Follow this and additional works at: <https://ir.lib.uwo.ca/edupub>



Part of the [Education Commons](#)

---

### Citation of this paper:

Pollock, K. and Briscoe, P. (2019), "School principals' understandings of student difference and diversity and how these understandings influence their work", *International Journal of Educational Management*, Vol. ahead-of-print No. ahead-of-print.



## School Principals' Understandings of Student Difference and Diversity and How it Influences Their Work

Journal:	<i>International Journal of Educational Management</i>
Manuscript ID	IJEM-07-2019-0243.R1
Manuscript Type:	Original Article
Keywords:	School Leadership, Diversity, Inclusive Leadership, Principals, Sensemaking

1  
2  
3 **School Principals' Understandings of Student Difference and Diversity and How it**  
4 **Influences Their Work**  
5  
6  
7  
8  
9

10 XXXXXXXX

11 XXXXXXXX

13 XXXXXXXX

14 XXXXXXXX  
15

16  
17  
18  
19 **Abstract**  
20

21  
22  
23 **Purpose:** This article explores how Ontario principals make sense of difference within student  
24 populations *and* how this sensemaking influences how they do their work.  
25  
26

27  
28 **Design/methodology/approach:** The article reports on a qualitative study in Ontario, Canada  
29 that included 59 semistructured interviews with school principals from English Public, secular  
30 school districts in Southern Ontario.  
31  
32  
33

34  
35  
36 **Findings:** Four themes emerged in principals' descriptions of student populations: (a) perceiving  
37 everyone as the same, or homogeneous; (b) perceiving visible differences associated with  
38 particular religions, race, and cultures; (c) perceiving invisible or less visible differences, such as  
39 academic differences, socioeconomic status, mental health issues, gender identity, and sexual  
40 orientation; and (d) perceiving both visible and less visible differences through an inclusive lens.  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

1

1  
 2  
 3 principals understood difference and the practices that they engage in at their school site;  
 4  
 5 between their sensemaking about difference and diversity and preparing students for 21st century  
 6  
 7 competencies as global citizens; and between principals’ understanding of difference and  
 8  
 9 diversity and existing provincial policy.  
 10  
 11

12  
 13 **Originality/value:** Although other articles have examined how principals make sense of  
 14  
 15 difference and diversity in student bodies, this article also explores how this sensemaking  
 16  
 17 influences how school leaders do their work.  
 18  
 19

20  
 21 **Classification:** Research Paper  
 22  
 23

24  
 25 **Keywords:** School leadership; diversity; inclusive leadership; principals; sensemaking  
 26  
 27

28 **Acknowledgements:** XXX  
 29  
 30  
 31  
 32 XXX.  
 33  
 34  
 35  
 36  
 37  
 38  
 39  
 40  
 41  
 42  
 43  
 44  
 45  
 46  
 47  
 48  
 49  
 50  
 51  
 52  
 53  
 54  
 55  
 56  
 57  
 58  
 59  
 60

1  
2  
3 Principals are uniquely positioned to either promote or undermine equity in their schools.  
4  
5 Their role in creating equitable schools is especially important in Ontario, Canada, as student  
6  
7 populations are becoming more diverse along cultural, linguistic, and religious lines, in addition  
8  
9 to race, gender, sexual orientation, ability, and socioeconomic status (Berger *et al.*, 2009; Dei  
10  
11 and James, 2002; Goddard and Hart, 2007; Government of Ontario, 2016; Martino and  
12  
13 Cumming-Potvin, 2016). Even though, overall, Ontario is recognized as having a successful  
14  
15 public school system (Barber *et al.*, 2010), not all groups of students are experiencing the same  
16  
17 degree of success in schools. The provincial government has implemented numerous programs,  
18  
19 policies, and approaches with the aim to improve student success for all students. One such  
20  
21 policy is Ontario's Equity and Inclusive Education strategy (2009), which outlines the need for  
22  
23 more inclusive education with increased engagement of student groups (and their  
24  
25 parents/guardians) who are currently underserved in the public education system. Specifically,  
26  
27 the policy demonstrates—as does existing research—that school and system leadership play an  
28  
29 integral role in creating and building more inclusive and equitable public education to improve  
30  
31 all students' success at school (Ontario Ministry of Education, 2009). As student populations  
32  
33 become more diverse, however, supporting success for all groups of students increases the  
34  
35 complexity of school leadership work (Ryan, 2016).  
36  
37  
38  
39  
40  
41

42 A leader's conceptualization of difference is crucial to both discerning problems (i.e.,  
43  
44 stereotypes and judgments) and devising solutions. What principals eventually do to promote  
45  
46 equity and inclusion in their schools will fundamentally be tied to the ways in which they  
47  
48 understand difference within student populations. This article explores how principals make  
49  
50 sense of difference within student populations *and* how this sensemaking around student  
51  
52 difference influences how they do their work. The more that is known about the ways principals  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 understand diversity and difference and how these understandings influence how they work, the  
4  
5 sooner policymakers can provide suitable support to promote equitable education for all students  
6  
7 in increasingly diverse schools. In the next section, we define sensemaking and difference; the  
8  
9 third section provides details of the methodology used to gather and analyze data in this study.  
10  
11 The final sections present the findings and discussion, and the article concludes with  
12  
13 recommendations for practice and policy.  
14  
15

### 16 17 **Sensemaking and Notions of Difference** 18

19 Evans (2007) defined *sensemaking* as: “A cognitive act of taking in information, framing  
20  
21 it, and using it to determine actions and behaviours in a way that manages meaning for  
22  
23 individuals” (p. 161). How principals frame notions of difference within student populations is  
24  
25 important, because although educational institutions can produce societal change and  
26  
27 transformation, they can also generate and maintain social inequalities and inequities. Research  
28  
29 has shown that schools and school systems have mechanisms for systematically reproducing  
30  
31 advantages for some and disadvantages for others (Bowles and Gintis, 1976); because of  
32  
33 principals’ influential roles within schools (The Institute for Education Leadership, 2013;  
34  
35 Gordon and Louis, 2009; Louis *et al.*, 2010), they can perpetuate inequitable and exclusionary  
36  
37 practices or challenge them (Dei and Calliste, 2000). How principals make sense of difference  
38  
39 within the student population is not necessarily new (DeMatthews, 2015), but less is known  
40  
41 about how the meaning principals make of student difference influences their actions,  
42  
43 behaviours, and practices. For example, how principals understand student diversity could  
44  
45 influence how they allocate funds to support specific programs, how they include parents in  
46  
47 public education, whether or not they engage in culturally appropriate leadership practices,  
48  
49 and/or what community programs and supports they may try to connect with outside the school.  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 It is through this understanding of sensemaking and practice that policymakers and higher  
4  
5 education institutions may be able to better understand how to tailor future professional learning  
6  
7 opportunities for school leaders and what approaches or texts should be included in policies to  
8  
9 decrease educational inequities for students and increase student success.  
10  
11

12 Diversity in education can be understood as the difference or “unlikeness” between  
13  
14 individuals or groups of people; there are also multiple ways people understand social and  
15  
16 educational difference. Diversity is often misunderstood as a synonym for ethnicity. As Ryan  
17  
18 (2007) has suggested, “The most obvious kind of diversity is represented in the heritages,  
19  
20 histories, and cultures of students” (p. 9). As such, many educators associate diversity with  
21  
22 ethnicity, race, and culture. However, these are only a few of the many categories that can be  
23  
24 used to describe differences within and among student populations. Recognizing differences or  
25  
26 diversity within student populations can include categories that are more “visible” such as  
27  
28 gender, ethnicity, some religious affiliations, and disabilities. Other differences are less visible,  
29  
30 such as class, academic disabilities, or sexual orientation.  
31  
32  
33  
34

35 One approach to decrease educational inequities is to begin by determining how principals  
36  
37 understand difference within student populations. Many critical theorists (Boyd *et al.*, 2016;  
38  
39 Delpit, 2006; Egbo, 2009; Kincheloe, 2008; Ladson-Billings, 2004; Mezirow and Taylor, 2009)  
40  
41 have argued that few educators have learned to adequately and critically assess their role in the  
42  
43 context of dominance, which affects their perception of diversity. For higher education  
44  
45 institutions, policymakers, and professional associations to develop school leaders who strive to  
46  
47 include all students, they must provide the space, time, and resources required for leaders to  
48  
49 question their own understandings of student diversity and reflect upon how they may be  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 promoting inclusion of all or for some, and whether or not they are continuing the  
4  
5 disproportionate distribution of privilege and inequity in modern society.  
6  
7

### 8 **Methodology**

9  
10 The arguments made in this article are supported by data from 59 semistructured  
11 interviews with Ontario school principals. Participants were asked questions on a variety of  
12  
13 issues related to their work. Specifically, principals were asked: How has the increased  
14  
15 awareness of student diversity influenced the work you do? Diversity was purposefully not  
16  
17 defined prior to posing the question or within the question so that principals would freely answer  
18  
19 the question based on how they understood it. Some principals did ask, “What do you mean by  
20  
21 diversity?” These participants were instructed to describe how they understood diversity and then  
22  
23 describe how this understanding of diversity may influence their work.  
24  
25  
26  
27

### 28 **Participant Recruitment**

29  
30 Several strategies were used to generate the sample of principals interviewed for the  
31  
32 study. First, seven Ontario district school boards agreed to participate; each participating district  
33  
34 school board then sent an official invitational e-mail to all active principals in the district. This  
35  
36 method of recruitment provided a limited number of participants—some districts initially had  
37  
38 better response rates than others. Next, supervisory officers from each board were asked to  
39  
40 identify and invite principals working in a range of contexts (e.g., rural/urban,  
41  
42 secondary/elementary, large/small schools) and with various years of experience to participate in  
43  
44 the study. Elements of both snowball and convenience sampling strategies were used to populate  
45  
46 the dataset during the latter stages of data collection, as participants identified colleagues they  
47  
48 thought might be interested in participating. The last recruitment effort included getting  
49  
50 permission to e-mail principals directly rather than going through the district office. The boards  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60



1  
2  
3 that were contacted agreed to allow our research team to e-mail principals directly by providing  
4  
5 an e-mail list of school principals. Our research team sent direct e-mail invitations to all  
6  
7 elementary and secondary school principals in five participating district schools boards.  
8  
9 Principals recruited for the research in this way were asked to self-select by sending a positive  
10  
11 response to the e-mail invitation. The greatest number of participants were engaged using this  
12  
13 method. It is possible that recruitment via school boards had limited success because principals  
14  
15 did not want their individual school boards to know if they were participating in the study. Only  
16  
17 principals who were actively leading schools were interviewed: Those who were on sick leave or  
18  
19 seconded to other roles in the education system were not interviewed.  
20  
21  
22  
23

## 24 **Participants**

25  
26 Seven English-speaking school boards in Southern Ontario were selected for the study.  
27  
28 These boards represented both secular and Catholic school boards—all publicly funded in  
29  
30 Ontario. Prior to selecting participants, a matrix was developed to ensure a range of participants  
31  
32 (i.e., urban and rural, elementary and secondary, experienced and inexperienced, male and  
33  
34 female) was represented. In some cases, the school boards were small, and it was therefore  
35  
36 impossible to secure representation for each category. In the findings section, all participants are  
37  
38 described using pseudonyms.  
39  
40  
41

42 Table 1 outlines a range of four to 16 principals at each of the seven school boards. Of  
43  
44 the 59 principals, 46 had at least five years of experience, while 13 had less than five. Forty-six  
45  
46 of the 59 participants were employed in the elementary panel, with only 13 working in secondary  
47  
48 schools. In terms of gender, 24 of the 59 principals were male, and 35 were female. Thirty-nine  
49  
50 principals worked in schools located in urban areas with relatively high levels of population  
51  
52 density, while 20 worked in rural settings. Overall, the principals represented a range of contexts,  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 levels of experience, and genders. Where there was little difference was in terms of race and  
4  
5 ethnicity: All participants self-identified as Caucasian. The homogeneity of the participants in  
6  
7 terms of race and ethnicity is not surprising, given that approximately 93% of the principal  
8  
9 workforce in the English-speaking Ontario Public education system is White (Pollock *et al.*,  
10  
11 2014).

12  
13 [Insert Table 1]

### 14 15 16 17 *Participant Characteristics*

### 18 19 20 **Data Analysis**

21  
22 Principal interviews were recorded using an iPad application and/or digital voice  
23  
24 recorders, and the audio recordings were transcribed. Interviews lasted between one and two  
25  
26 hours. First, interviews were analyzed using the *constant comparative method* (Savin-Baden and  
27  
28 Major, 2012) to identify recurrent themes associated with principals' conceptualization of  
29  
30 difference in the transcripts. These themes became distinct codes; for example, comments that  
31  
32 stated there was no diversity within the school (i.e., an all-white population) were coded as *no*  
33  
34 *diversity (ND)*. If the principal conceptualized the student population by color, race, or ethnic  
35  
36 differences, it was coded as perceptions of *visibly diverse student population (VD)*. Tendencies  
37  
38 to see diversity in terms of academic, language, physical, or gender orientation were coded as  
39  
40 *less visible differences (LVD)*, and visible and nonvisible aspects were coded as *all-inclusive*  
41  
42 (IC). Then, within each of these categories, any leadership practices that principals attributed to  
43  
44 how they understood the differences within student population or the opposite, no change in  
45  
46 practice, were coded.  
47  
48  
49  
50  
51

### 52 53 **Findings**

1  
2  
3 Principals in this study understood student diversity in different ways and these  
4  
5 understandings influenced their work. The findings first describe the various ways principals  
6  
7 understand difference within student populations, followed by how these understandings  
8  
9 influenced or did not change how they engaged in their work. Four themes emerged in  
10  
11 principals' descriptions of student populations: (a) perceiving everyone as the same, or  
12  
13 homogeneous; (b) perceiving visible differences associated with particular religions, race, and  
14  
15 cultures; (c) perceiving invisible or less visible differences, such as academic differences,  
16  
17 socioeconomic status, mental health issues, gender identity, and sexual orientation; and (d)  
18  
19 perceiving both visible and less visible differences through an inclusive lens.  
20  
21  
22

### 23 24 **Describing Student Populations**

25  
26 As mentioned earlier, participants were asked to describe how they understood student  
27  
28 diversity or diversity within the student population. Participants were not provided with a  
29  
30 standard definition because we wanted to know how principal practitioners understood this  
31  
32 phenomenon. Data analysis determined that participants responses fell into four broad categories:  
33  
34 everyone is the same, visible differences, less visible differences, and an all-inclusive  
35  
36 understanding of difference.  
37  
38  
39

40 **Everyone is the same.** Sixteen principals—all English-speaking, White, and rural—  
41  
42 indicated that everyone was the same or similar, and that there was no diversity or difference  
43  
44 within their student population. For example, Alice stated, “Our region is a very homogenous  
45  
46 society and diverse it is not. As far as race, religion, sexual orientation it’s not prominent at this  
47  
48 point in our K–6 school.” Larry reiterated the same idea by stating, “I would say we are more or  
49  
50 less homogenous.” The homogeneous student population participants were referencing appeared  
51  
52 to be English-speaking, White students that reflect the larger Ontario population. Tory’s response  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 reflected this particular dominant group: “We’re in a White Anglo-Saxon Protestant area. We  
4  
5 mostly have a White Anglo-Saxon Protestant staff.” Principals in this category understood  
6  
7 difference in their student populations through a narrow definition based on culture, religion,  
8  
9 race, or ethnicity. It should be noted that, even though these principals did not acknowledge other  
10  
11 categories of difference such as ability or socioeconomic status, this does not mean that these  
12  
13 schools did not have student populations with other categories of differences.  
14  
15

16  
17 **Visible differences.** Fourteen principals described their schools’ student populations as  
18  
19 diverse in terms of visible differences such as culture, ethnicity, race, language, and/or religion.  
20  
21 These differences were described in relation to the dominant populations in Ontario schools  
22  
23 (White, middle-class, Eurocentric). The differences mentioned here refer to groups of students  
24  
25 that diverge from this norm in terms of culture, ethnicity, race, language, and/or religion—in  
26  
27 other words, anyone not part of the dominant group. Paula commented:  
28  
29

30  
31 ... in this region there are pockets that are more diverse. We have a lot of immigration in  
32  
33 this area and there’s increasing awareness about diversity in all aspects such as cultural  
34  
35 background, religion, sexual orientation, or just kids being different.

36  
37 In some cases, participants described having one or two groups of students that were not the  
38  
39 same as the majority, dominant group. Linda’s school had “a higher number of Spanish speaking  
40  
41 folks than before, [and a] relatively large Islamic population.” Others described their student  
42  
43 populations as diverse because their schools included multiple ethnic and racial backgrounds. As  
44  
45 Josh said, “We have every shade of ethnic diversity.” Dan described his student population as  
46  
47 having:  
48

49  
50 ... almost everything. We have Spanish, East Asian, Vietnamese. We have students from  
51  
52 Africa, and I don’t know the exact countries. We have students from the Caribbean and a  
53  
54 lot from Sudan, Nairobi, Ghana.... 27 countries represented in this school.  
55  
56  
57  
58  
59  
60

1  
2  
3 In Dan and Josh's case, the composition of the student population was slightly different than that  
4  
5 of Linda's, because they indicated that there was not a majority group of students (based on race  
6  
7 or ethnicity) that attended their school.  
8  
9

10 As mentioned in the previous section, the fact that these principals only acknowledged  
11  
12 categories of difference based on religion, race, ethnicity, language, and culture, does not mean  
13  
14 that there were not groups of students within these schools that also differed based on academic  
15  
16 ability, socioeconomic status, mental health issues, gender identity, and sexual orientation.  
17  
18

19 However, the principals at these schools did not consider these categories of difference when  
20  
21 thinking about difference or diversity within their student populations: Children from other  
22  
23 student populations were not included these principals' descriptions of difference because of how  
24  
25 they themselves understood difference within their student populations.  
26  
27

28 **Less visible differences.** Of the 59 principal's interviews analyzed, 19 described student  
29  
30 diversity in terms of characteristics *less* visible to the human eye, such as academic needs,  
31  
32 socioeconomic status, mental health needs, and sexual orientation. Of these 19, most principals  
33  
34 focused on one or many of these specific aspects and suggested their schools' student  
35  
36 populations were diverse in less visible ways. For example, Martin explained,  
37  
38

39  
40 We are primarily White Anglo-Saxon out in the hallway, but that's only skin tone. There  
41  
42 is much more diversity that comes with economic status, academic issues, mental health  
43  
44 issues, and sexual orientation. Diversity today is much greater even though we have  
45  
46 generally the same appearance of the population here.

47 Martin demonstrated his conceptualization of difference in his student population: Even though  
48  
49 the student population at his school was not diverse in terms of visible characteristics such as  
50  
51 culture, ethnicity, race, language and/or religion, there were still populations of students at his  
52  
53 school that were different in terms of socioeconomic status, academic ability, mental health  
54  
55 issues, and sexual orientation.  
56  
57

1  
2  
3 Scott's approach to diversity concentrated on learning needs: "We are not diverse  
4  
5 culturally. Everyone pretty much looks the same, but we have a lot of diversity in terms of  
6  
7 learning [needs] and this is where differentiated learning comes in." Linda supported this notion  
8  
9 of difference in terms students in special education programs: "I see diversity in special  
10  
11 education; the trademark of our school is that students are fully immersed with special education  
12  
13 who are integrated into their classroom and the school routine." Others focused on the  
14  
15 socioeconomic status of families; as Bill explained, "Diversity in my school is related to  
16  
17 socioeconomic status. We are working at giving equal access to learning to kids who are coming  
18  
19 from lower economic homes." Another principal, Tony, reported that his student population has  
20  
21 changed in terms of recognition of sexual orientation: "We're predominantly White, middle-class  
22  
23 but a big change has been [recognition of] gay and lesbian orientations." Most principals in this  
24  
25 category qualified their description of student difference by first making reference to how  
26  
27 homogenous the student population was based on race and ethnicity, and then describing  
28  
29 difference based on less visible differences such as socioeconomic status, academic ability,  
30  
31 mental health issues, gender identity, and sexual orientation.  
32  
33  
34  
35  
36  
37

38 **All-inclusive understanding of difference.** Ten principals described diversity in a more  
39  
40 inclusive manner. In this group, principals included categories of difference that incorporated  
41  
42 both less visible characteristics and more visible differences. They described different  
43  
44 combinations of diverse student populations using both visible and less visible descriptors.  
45  
46 Interestingly, these principals did not indicate that they experienced these differences within their  
47  
48 *current* school site. As Paula explained,  
49  
50

51 As for cultural level diversity, we are very White-Anglo-Saxon Orange [Protestant]  
52  
53 community. We don't have a lot of diversity in terms of culture. Our kids are White here.  
54  
55 In other areas you see cultural diversity, the beautiful rainbow of colours. So we don't  
56  
57 have that. We have other [kinds of] diversity in our community. We have rural kids, and  
58  
59  
60

1  
2  
3 urban kids in our community. Some of our rural kids live in very low-income housing.  
4 There are also some very wealthy people. We have a lot of health issues, there are a lot of  
5 mental health issues. So [student] needs are really diverse in the school. It is not really a  
6 homogenous school.  
7

8  
9 Paula demonstrated that she conceptualizes diversity in an inclusive manner and has a broad  
10 understanding of difference, even though many of these differences do not appear to exist in her  
11 local school population. This smaller group of principals described student difference and  
12 diversity as including visible, less visible, and/or nonvisible characteristics. Linda explained that  
13 she has been a principal at five different high schools and, based on her cumulative experience,  
14 diversity is defined differently for each school based on the needs of that specific school context.  
15  
16  
17  
18  
19  
20  
21

### 22 **Practices Influenced by Principals' Sensemaking around Student Difference and Diversity**

23  
24  
25 We asked principals how their sensemaking around student difference influenced how  
26 they did their work. Principals' responses varied from not influencing their work to influencing  
27 practices and activities, which included different kinds of school activities, tasks, programming,  
28 and accommodations at their school site.  
29  
30  
31  
32  
33

34 **No change in practice.** The principals who indicated that their schools did not include  
35 diverse student populations (according to their understanding of difference) reported that their  
36 work was not influenced by the growing recognition that Ontario has increasingly diverse  
37 student populations. Elana stated, "There is a little bit of diversity but not really a lot. I can  
38 honestly say that there is not really, that has not impacted me here. I have come through schools  
39 it has, but, honestly, here, no." This does not mean, however, that principals in this group did  
40 not, for example, engage in special education initiatives and supports for students that could  
41 conceivably require other kinds of assistance. What it means is that, according to these  
42 principals' understandings of diverse student populations, they did not see the need to support a  
43 particular student population that required them to engage in different behaviours or practices.  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3       **Influence on practice.** The principals who reported that difference within their student  
4 population influenced how they go about doing their work described many different practices  
5 and activities that included different kinds of school activities, tasks, programming, and  
6 accommodations at their school site.  
7  
8

9  
10  
11       ***Difference based on race, ethnicity, and religion.*** School principals who described  
12 difference based on race/ethnicity, religion, culture, and language engaged in several practices  
13 that they felt supported students' success at school. Dennis asserted, "You have to have a game  
14 plan for your changing student population's needs." Colin explained that his school has many  
15 new Canadians and English Language Learner (ELL) students, which has a big impact on the  
16 school: "We try to celebrate the multiculturalism in the school. We talk about it with teachers.  
17 We talk often about how do we help those kids in the classroom, how do we communicate with  
18 their parents, how do we engage parents with what we are doing at school. These are big  
19 questions." Several principals described the work they do as *inclusive practices* and began their  
20 discussion by first describing ways they try to help students feel included in the school. Bill  
21 stated, "Every student from another country has a flag in our gymnasium, it's lined with all those  
22 flags and our kids are like, 'that's my country.' So they feel welcomed here." Principals in this  
23 study also spoke about the level of work they do to connect to parents and community services  
24 outside the school. Some reported implementing a practice of translating school newsletters in  
25 multiple languages and engaging in practices that recognized cultural differences, such as  
26 various religious celebrations throughout the school year. Armin stated: "We do our letters in  
27 three different languages. The main languages here are English, Arabic, Mandarin."  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50

51       Principals also connect with community organizations. They described using settlement  
52 workers, child and youth care workers, and translation services to support school programs. For  
53  
54  
55  
56  
57  
58  
59  
60



1  
2  
3 example, Paul described how his school has “settlement workers with an office in the school and  
4 meetings are held throughout the day for parents and students.” Mary stated that she “deal(s)  
5 with Family and Children Services to get support because we have new immigrant families and  
6 they need to understand the Canadian culture and that’s just a lot of work we have to do.” The  
7 additional school personnel and collaboration with outside agencies directly affects principals’  
8 work because they are responsible for these new positions in their schools. Dennis stated, “It’s a  
9 more complex scenario. It’s hard to keep that all together, and do the management and  
10 everything else. So it’s bigger work that way, if I can keep up. It’s overwhelming if I can’t.”  
11 Dennis’ comment also hints at the challenges that coordinating additional personnel and services  
12 with existing work demands and expectations can entail. The additional tasks and coordination of  
13 people and resources were also prevalent for principals who indicated that they concentrated on  
14 academic needs, socioeconomic status, mental health needs, and sexual orientation.  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30

31 ***Student difference other than race, ethnicity, and religion.*** Those who spoke about less  
32 visible differences within their student populations—such as academic needs, socioeconomic  
33 status, mental health needs, and sexual orientation—indicated that acknowledging these  
34 differences and working toward a more inclusive approach to schooling meant that they engaged  
35 in specific kinds of work. The principals in this category were more likely to focus on providing  
36 additional help to support the academic, social, and mental health needs of their students. As  
37 Martine explained:  
38  
39  
40  
41  
42  
43  
44  
45

46 These are things you wouldn't think would be part and parcel of an administrator or even  
47 a school's responsibility are there. We can't ignore it. We can't ignore mental health, we  
48 can't ignore hunger...Some things are brand new and some the volume has increased  
49 immensely.  
50  
51

52 Martine’s response demonstrated that she assumes there is an expectation on her as a school  
53 leader to meet the needs of students with mental health issues and who live in poverty. Paul  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 argued that “schools have become places that reach beyond academics needs.” Some principals  
4  
5 suggested that they must now be conscious of children whose parents may not be able to afford  
6  
7 to feed them three meals a day or provide warm clothes during the colder months. Some  
8  
9 principals suggested that schools have changed to become supporters of both students *and*  
10  
11 *families* to provide basic needs for children. Mary-Lou indicated that part of her work includes  
12  
13 taking a more active role to meet the basic needs of students *and families*:  
14  
15

16  
17 I just don't do instructional leadership. I am looking at going to homes with food, and  
18 student lunches, and worrying about who has got boots, and who is trained to organize  
19 this. It's up to you to do that. And to me that's in the forefront. It's an added layer to my  
20 role.  
21

22  
23 In general, Martine and Mary-Lou's experiences are not unique; principals supporting breakfast  
24 programs and clothing drives is not necessarily new work but, as argued elsewhere (Pollock,  
25 2016), it is the degree to which principals are now engaged in supporting families in their  
26 communities that has influenced their work. In this specific context, for those principals that  
27 recognize the socioeconomic struggles of community families and choose to support students  
28 from this population, it is the amount of time dedicated and additional efforts required to engage  
29 in fundraising to meet the needs of their students that have changed (Pollock, 2016; Winton,  
30 2018; Winton and Brewer, 2014).  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40

41 Besides attempting to mitigate socioeconomic struggles for students, some principals in  
42 this study commented that they have engaged in other kinds of work due to increased recognition  
43 of gender differences and sexual orientation. Specifically, principals have had to engage in  
44 additional work to provide safe spaces for students and to provide professional support for staff.  
45  
46  
47  
48  
49

50 As Mary stated:

51  
52 Young kids are “coming out” when they are identifying male when they were born  
53 female. And I have a young girl in Grade 7 who's identifying as being gay. She says no  
54 one is giving her a hard time and she is quite open and out there, but she's having a lot of  
55  
56  
57  
58  
59  
60

1  
2  
3 anxiety issues right now and she's missing a heck of a lot of school. And I need to find  
4 out the right social supports and emotional supports in place for these kids.  
5

6  
7 In Mary's case, she acknowledged student differences based on gender and sexual orientation,  
8  
9 and that part of her role is to seek out supports that have not yet been considered in traditional  
10  
11 schooling or that do not yet exist and somehow incorporate them into current schooling.  
12

### 13 **Discussion**

14  
15  
16 In this article, we examined school principals' responses to the ways in which they make  
17  
18 sense of student differences and how these conceptions of difference influence their work. It was  
19  
20 clear that participants sensemaking around student diversity was influenced by both their points  
21  
22 of reference and local contexts. Participants' context—both personal and local—influenced some  
23  
24 of the work they did in their role as school principal. In addition, multiple sources of disconnect  
25  
26 exist between principals' understandings and their practices, between their practices and existing  
27  
28 policies, and between their practices and the need to prepare global citizens with 21st century  
29  
30 competencies.  
31  
32

#### 33 **Personal Context and Points of Reference**

34  
35  
36 As mentioned earlier, diversity in educational contexts can be understood as the  
37  
38 difference or “unlikeness” between individuals or groups of people. In this study, our findings  
39  
40 demonstrated that principals who reported little to no difference within their student population  
41  
42 did so using a particular point of reference to determine difference or similarity. According to  
43  
44 previous studies (Evans, 2007; Ryan, 2011), principals' sensemaking around difference and  
45  
46 diversity is influenced by who they are as people and the student populations they serve. In other  
47  
48 words, all principals in this study made sense of student difference based on how their students  
49  
50 differed compared to themselves. This finding reflects Ryan's (2011) argument that a person's  
51  
52 social position will significantly impact how they produce meaning.  
53  
54  
55  
56  
57

1  
2  
3 The personal contexts for the principals in this study—and by extension their points of  
4 reference—included being White, English-speaking, able-bodied, economically secure,  
5  
6 Christian, and heterosexual. According to a study of principals in the Ontario secular school  
7  
8 system, most of these points of reference reflect the present Ontario principal population, which  
9  
10 is more than 90% White, 97% English-speaking, and 91% heterosexual (Pollock, 2014). Our  
11  
12 findings reveal that principals in this study appear to make meaning about or understand student  
13  
14 diversity through their own positionality. Although it is unsurprising that individual school  
15  
16 leaders would make sense of student diversity through their own worldview and positionality,  
17  
18 lack of critical self-exploration that involves deconstructing one's personal belief and knowledge  
19  
20 systems can perpetuate systemic inequities within the public education system.  
21  
22  
23  
24  
25

26 Researchers have indicated (Gordon and Louis, 2009; Louis *et al.*, 2010; The Institute for  
27  
28 Education Leadership, 2008) that next to teachers, school leaders have the most influence in  
29  
30 schools. As such, school leaders have ample potential to influence school practices to critically  
31  
32 challenge dominant societal views, how diversity is constructed, and conventional ways of  
33  
34 thinking and teaching. Schools, and thus school leaders, can either reproduce or deconstruct,  
35  
36 conform or critique, continue or transform understandings of diversity in their school  
37  
38 communities. Put simply, school leaders have the capacity to lead change. Due to work  
39  
40 intensification, however, few educators have the time or resources, both personal and  
41  
42 professional, to learn how to adequately and critically assess their role in context of dominance,  
43  
44 which can affect their perception of diversity (Briscoe and Pollock, 2017; Ryan, 2016; Wang *et*  
45  
46 *al.*, 2018a, 2018b). To develop these crucial skills, school leaders must have access to continued  
47  
48 professional learning and have opportunities and time to reflect on and deconstruct their own  
49  
50 beliefs and assumptions.  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 Because positionality does play such an important role, our findings support the call by  
4  
5 researchers, practitioners, and students for a more diversified school leadership workforce (Ryan  
6  
7 *et al.*, 2009). If the Ontario public education system is working toward a more inclusive  
8  
9 education system, then the principal workforce should also reflect this goal. Representation is a  
10  
11 reflection of the communities and societies in which we live; in a truly inclusive and equitable  
12  
13 education system, there will be proportional representation among teachers and administrators.  
14  
15 In practical terms, having “difference” represented in the educator workforce will have an impact  
16  
17 on what and how students learn. Without diversity in leadership, students will learn that certain  
18  
19 groups of people are better suited to occupy positions of authority in their communities and that  
20  
21 this inequity is natural and normal. Scholars have argued that these arrangements can alienate  
22  
23 certain groups of students from the education process and sabotage their motivation (Ryan,  
24  
25 2012); conversely, having a diverse group of school principals can be a source of inspiration for  
26  
27 students.  
28  
29  
30  
31

### 32 33 **Local Context**

34  
35 Principals’ positionality is not the only important influence—local context also matters.  
36  
37 Sensemaking is not solely based on a person’s positioning, attitudes, beliefs, and assumptions; as  
38  
39 a process, sensemaking is socially constructed, which is also influenced by context (Evans, 2007;  
40  
41 Ryan, 2011). Our findings also demonstrated that, even though there appeared to be consistency  
42  
43 in our participants’ *reference points for determining differences* within their student populations,  
44  
45 their *local school context mattered*. The majority of principals’ explanations of difference were  
46  
47 subject to the schools in which they worked: not necessarily based on any policy or program  
48  
49 definition, but based on pragmatic and practical circumstances in which principals found  
50  
51 themselves working. These pragmatic approaches that are solely based on school leaders’  
52  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 understanding of student difference raise additional questions, however. For example, what about  
4  
5 groups of students that might not be recognized within various school populations? Do these  
6  
7 understandings and practices correspond to existing provincial policies? Are students at these  
8  
9 schools being suitably equipped to become global citizens in the 21st century?  
10  
11

### 12 **Multiple Sources of Disconnect**

14  
15 According to our study findings, there were several sources of disconnect between  
16  
17 principals' understanding of student differences and the work they do. In this section, we  
18  
19 problematize the disconnects between principals' understandings of difference and what is going  
20  
21 on in their schools, between principals' understandings of difference and existing equity policy,  
22  
23 and between principals' understandings of difference and the need for school leaders to create  
24  
25 global citizens with 21st century competencies.  
26  
27

28 **Misalignment between practices and understandings.** Principals' sensemaking around  
29  
30 difference and diversity in student bodies does not necessarily align with practices in their  
31  
32 schools. This is most apparent for the principals who indicated that there are no differences  
33  
34 within their student populations. For principals in this category, difference was narrowly defined:  
35  
36 They mainly considered difference along the lines of race and ethnicity, and indicated that  
37  
38 because they had no racially and ethnically "different" students, they felt their work was not  
39  
40 influenced by how they understood difference. The principals in this group ignored other forms  
41  
42 of difference, such as ability and socioeconomic status, but all schools in Ontario engage in  
43  
44 differentiated instruction as part of a province-wide teaching and learning initiative; each school  
45  
46 also possesses a portion of students with varying levels of ability who have individual  
47  
48 educational plans (IEPs). Therefore, these principals do engage in leadership practices that are  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 influenced by groups of students that are different from their reference points. This misalignment  
4  
5 is not necessarily negative, but it is certainly noteworthy that the disconnect exists.  
6  
7

8 **Gap between principals' understandings of difference and diversity and existing**  
9 **policy.** Many of the principals' notions of difference also lacked connection with the present  
10 policy, the Ontario Equity and Inclusive Education Strategy, that is meant to inform their  
11 practices and the practices of their schools. In 2009, the Ontario Ministry of Education  
12 implemented the Ontario Equity and Inclusive Education Strategy (Ontario Ministry of  
13 Education, 2009). This strategy provides direction to principals about how the provincial  
14 government understands student diversity and what the expectations are for school principals.  
15 The strategy describes diversity as "the presence of a wide range of human qualities and  
16 attributes within a group, organization, or society. The dimensions of diversity include, but are  
17 not limited to, ancestry, culture, ethnicity, gender, gender identity, language, physical and  
18 intellectual ability, race, religion, sex, sexual orientation, and socio-economic status" (Ontario  
19 Ministry of Education, 2009, p. 6).  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34

35 Our findings demonstrate varying degrees of disconnect between the detailed strategy  
36 description and the majority of the sensemaking around difference described by our 59  
37 interviewees. For example, unless a school has an extremely small student population, it is nearly  
38 impossible for an Ontario public school to have no diversity within its student population, as  
39 some principals had claimed. These principals—those who claimed that there is no student  
40 diversity within the school population—demonstrated a narrow understanding of student  
41 difference, which further suggests a possible lack of knowledge and understanding about the  
42 Ontario Equity and Inclusive Education Strategy. This is significant, because the Equity and  
43 Inclusive Education Strategy had already been in place for several years before we collected our  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 data. The aims of this initiative cannot come to fruition if some principals do not recognize or  
4  
5 acknowledge differences within student populations as a result of their sensemaking processes.  
6  
7

8 **Principals' sensemaking about difference and diversity and preparing global**  
9  
10 **citizens with 21st century competencies.** In this section, we describe our most far-reaching and  
11 significant finding. Given that principals' influence is only second to teachers (Leithwood *et al.*,  
12 2004), and that principals are uniquely able to promote or undermine equity and inclusion in  
13 their schools (Ryan 2003, 2006, 2012), principals' sensemaking about difference will necessarily  
14 impact the exposure and understanding their students have to and about diversity, difference, and  
15 inclusion. In this study, we specifically asked principals how increased awareness of student  
16 diversity has influenced the work they do; we did not specifically ask them how diverse their  
17 own student population was in the school where they work. We phrased the question broadly  
18 enough to capture not only specific content but also their awareness of discourses around  
19 national and provincial trends of increasingly diverse student populations (Statistics Canada,  
20 2017, 2018).  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34

35 Principals who perceive no difference, or narrowly defined differences, indicated that  
36 their practices are not impacted by the increasing diversity of student populations in Ontario.  
37 This is directly at odds with the expectation that principals ensure their students become  
38 competent, global citizens who can adapt to the diverse contexts of the 21st century. Being  
39 reactive to their student population needs is important, but principals are also expected to prepare  
40 students with 21st century skills, such as the ability to collaborate where students can  
41 successfully “work in teams, learn from and contribute to the learning of others, [use] social  
42 networking skills, [and demonstrate] empathy in working with diverse others” (Fullan, 2013, p.  
43 9). Not seeing or acknowledging difference in their own student bodies risks only preparing  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60



1  
2  
3 students for their immediate environment: In other words, if principals aren't enacting inclusive  
4  
5 or equitable practices in their schools because they do not perceive or acknowledge differences  
6  
7 in their student bodies, students are not being prepared for the reality of 21st century global  
8  
9 citizenship. According to Fullan and Scott (2014), this involves students having the ability to  
10  
11 consider global issues based on a deep understanding of diverse values, be able to solve complex  
12  
13 problems that impact human and environmental sustainability, and have a genuine interest in  
14  
15 engaging with others (p. 6).  
16  
17  
18

19           In our data, there seemed to be a pervasive assumption that, if there was no recognizable  
20  
21 difference within the local student population, there was no need to consider difference or  
22  
23 contemplate issues of equity and inclusion within the school site. This has many practical  
24  
25 ramifications. Consider that in ethnically, racially, and religiously “homogeneous” schools—in  
26  
27 other words, no visibly minoritized students—students may not be engaging in antiracism  
28  
29 initiatives. This has short-term and long-term repercussions. In the short-term, a school that does  
30  
31 not report acts of racism does not necessarily lack students who hold racist views. Schools that  
32  
33 are racially and ethnically homogenous can still have racist students and educators—it might just  
34  
35 mean that these exclusionary practices do not play out the same way. Do schools like these  
36  
37 merely wait until there is a student from a visibly minoritized group to join the school and  
38  
39 potentially experience harmful racist events before they consider antiracist programs? In the  
40  
41 long-term, students who are not learning to challenge their own biases because they did not have  
42  
43 to confront them at school will be at a profound disadvantage once they graduate: They may  
44  
45 have experienced school surrounded by people who look like them and believe what they  
46  
47 believe, but statistically speaking that is not what Ontario, Canada, or the world looks like in the  
48  
49 21st century. Not only will these students lack these 21st century competencies, but this also  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 means that are more likely to perpetuate unconscious biases that will negatively impact the  
4  
5 visibly minoritized, LGBTQ2+, and less socioeconomically advantaged people they will  
6  
7 necessarily meet after they finish school.  
8  
9

### 10 **Implications for Future Practice and Policy**

11  
12 The changing nature of contemporary schooling—and society—is challenging principals  
13  
14 to reflect on their sensemaking around student difference and diversity and to confront their own  
15  
16 assumptions and biases surrounding their beliefs, attitudes, and practices. This is not only critical  
17  
18 for supporting the development of students' 21st century competencies, but also for cultivating  
19  
20 their positive global citizenship—especially in a time when students may not be encouraged to  
21  
22 embrace difference while being widely exposed to bigotry and hatred on the Internet and through  
23  
24 the various social media platforms currently available. Our findings strongly support the need for  
25  
26 school leaders to actively seek and cultivate new understandings, and that they must not only  
27  
28 critically self-reflect and deconstruct their own personal belief and knowledge systems, but also  
29  
30 engage in practices that enable them to lead their respective schools in more equitable and  
31  
32 inclusive ways.  
33  
34  
35  
36

37  
38 Although there have been in-roads made over the past decade, such as the creation of  
39  
40 professional development modules from professional associations such as the Ontario Principals'  
41  
42 Council (OPC, 2019), there is still much work to do. Tuters and Portelli (2017) have argued that  
43  
44 there needs to be substantial changes made in Ontario principal preparation programs to promote  
45  
46 equitable and inclusive education. In our view, there are two concerns with current professional  
47  
48 learning. The first is content, which Tuters and Portelli (2017) have suggested, and the other is  
49  
50 delivery. Of the two, delivery has received comparatively less scholarly attention. On average,  
51  
52 principals in Ontario work at a school site for fewer than four years before moving either  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 laterally to another school/school system or to the superintendent position (Dhuey and Smith,  
4  
5 2014). For some principals, this means professional learning opportunities can be missed,  
6  
7 discontinued, or disrupted. Therefore, even though there may now be some professional learning  
8  
9 available around equitable and inclusive schooling, some school leaders may not be able to  
10  
11 access it because of workplace transitions.  
12  
13

14  
15 Continual work site transitions are not the only issue, however. Currently, the majority of  
16  
17 Ontario school principals are experiencing work intensification (Hauseman *et al.*, 2017; Pollock  
18  
19 and Hauseman, 2014, 2018; Pollock, 2016; Pollock and Wang, 2019; Pollock *et al.*, 2014, 2017;  
20  
21 Wang *et al.*, 2018a, 2018b). Specifically, they work on average 59 hours per week and, of these  
22  
23 hours, they are engaged in less than two hours on professional learning for themselves and/or  
24  
25 their teaching staff (Pollock *et al.*, 2014). Due to the changing nature of their work (Pollock and  
26  
27 Hauseman, 2014), many principals struggle to find the time to engage in necessary professional  
28  
29 learning because it ends up not being a high priority item. As such, work intensification  
30  
31 complicates principals' ability to engage in professional learning opportunities and incorporate  
32  
33 the learning into their practice—often, they just do not have the time required to enact  
34  
35 meaningful change. It is also important to note that the issues around professional learning are  
36  
37 not solely about content or mode of delivery. Equally important are *continual, ongoing*  
38  
39 professional learning opportunities, which are required to ensure system change. As with any  
40  
41 new program and policy initiative, it appears that there were funds attached to launching the  
42  
43 2009 Equity and Inclusive Education Initiative to support professional learning, but currently  
44  
45 there are less funds available for continued professional learning in this area. This lack of  
46  
47 funding especially impacts principals who experience work intensification *and* continually  
48  
49 change work sites.  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3           Given these issues, the main implication is that perhaps the content and delivery of the  
4  
5 current professional learning available is no longer a good fit for principals within the context of  
6  
7 the work mobility and work intensification they experience. Current and future professional  
8  
9 learning needs to be re-evaluated with the aim of ensuring that school leaders receive the  
10  
11 necessary and ongoing professional learning required, and that space is created for them to  
12  
13 reflect on their own understandings around difference and diversity. As mentioned earlier,  
14  
15 however, it is not enough to merely gain additional insights around diversity and difference  
16  
17 within student populations, it is also about what to do with this new knowledge and  
18  
19 understanding and translate it into practice: The difference is *knowing* and *knowing how*. It can  
20  
21 be the case that many principals do know that there are differences within groups of students in  
22  
23 their schools and that the general Canadian population is becoming increasingly diverse, but do  
24  
25 not see any need to embrace difference; it may also be the case that many may also not know  
26  
27 *how* to change their practice to create equitable and inclusive schooling that cultivates 21st  
28  
29 century competencies in all groups of students. It is important to note that providing principals  
30  
31 with the support they need to reflect upon their practices may only be part of the solution.  
32  
33 Principals may hold discriminatory beliefs about particular groups of students and resist  
34  
35 changing these assumptions and beliefs and, as a result, their practices. They must be willing to  
36  
37 interrogate their own personal beliefs and assumptions for any supports to facilitate meaningful  
38  
39 change, and they must be willing to act upon any new insights that may promote equity and  
40  
41 inclusion in their schools.  
42  
43  
44  
45  
46  
47  
48

49           Lastly, in terms of public policy, it appears there is only one initiative focused on  
50  
51 equitable and inclusive education. Although all provincial government policies are meant to  
52  
53 influence practice, the K–12 School Effectiveness Framework, which is part of the Ontario  
54  
55  
56  
57  
58  
59  
60

Leadership Framework (OLF), is meant to drive all aspects of public schooling—it is the “go-to” policy outside of the Ontario Education Act of 1990. In addition to the School Effectiveness Framework, the OLF includes three other important documents: *District Effectiveness Framework*, the *System-level Leadership document*, and the *K-12 School Level Leadership document*; these documents are meant to guide principals’ practices. Currently, these documents make assumptions about student difference and diversity and only occasionally refer to equitable and inclusive schools. Given the challenges around current professional learning, principal mobility, and work intensification, it is crucial to have central provincial policy that explicitly outlines the expectations around and potential practices that can support diverse student populations. We recommend that the OLF be enhanced and updated to clearly state expectations and possible practices that embrace difference within student populations through equitable and inclusive schooling.

### Conclusion

The study findings go beyond merely discovering how principals make meaning around diverse student populations, which has been investigated elsewhere (DeMatthews, 2015; Evans, 2007; Ryan 2011). Specifically, the findings point to the ways in which principals’ sensemaking around student difference influences how they work, what they prioritize, and the tasks in which they engage. Four themes emerged in principals’ descriptions of student populations: (a) perceiving everyone as the same, or homogeneous; (b) perceiving visible differences associated with particular religions, races, and cultures; (c) perceiving invisible or less visible differences, such as academic differences, socioeconomic status, mental health issues, gender identity, and sexual orientation; and (d) perceiving both visible and less visible differences through an inclusive lens. When asked about how their understanding of difference influenced how they did

1  
2  
3 their work, principals' responses varied from not influencing their work as all to influencing  
4  
5 practices and activities, which included different kinds of school activities, tasks, programming,  
6  
7 and accommodations at their school site. Our analysis determined that participants' sensemaking  
8  
9 around student difference and diversity was influenced both by their points of reference and local  
10  
11 contexts. Lastly, our findings demonstrate multiple sources of disconnect, such as misalignment  
12  
13 between how principals understand difference and the practices they engage in at their school  
14  
15 site; between their sensemaking about difference and diversity and preparing students for 21st  
16  
17 century competencies as global citizens; between principals' understandings on difference and  
18  
19 diversity and existing provincial policy. Overall, changes are needed in both policy and practice  
20  
21 to address these existing disconnects between sensemaking and practice; specifically, these  
22  
23 changes must target the content and delivery of professional learning, policies around equity and  
24  
25 inclusion, and principals' work intensification.  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

## References

- Barber, M., Chijioke, C. and Mourshed, M. (2010), "How the world's most improved school systems keep getting better", available at: <https://www.mckinsey.com/industries/social-sector/our-insights/how-the-worlds-most-improved-school-systems-keep-getting-better> (accessed 13 March 2019)
- Berger, M.J., Dei, G.J.S. and Forgette-Giroux, R. (2009), "Literacy, diversity and education: Meeting the contemporary challenge", *Journal of the Comparative and International Education Society of Canada*, Vol. 38 No. 1, pp. 1–1.
- Briscoe, P., & Pollock, K. (2017, Spring). Principals' perceptions of difference and diversity in their student bodies. *CAP Journal*, 10–14.
- Bowles, S. and Gintis, H. (1976), *Schooling in Capitalist America: Educational Reform and the Contradictions of Economic Life*, Basic Books, New York, NY.
- Boyd, A.S., Lagarry, A.E. and Montana Cain, J. (2016), "Moving from self to system: A framework for social justice centered on issues and action", *International Journal of Critical Pedagogy*, Vol. 7 No. 2, pp. 171–198.
- Dei, G.J.S. and Calliste, A. (2000), "Mapping the terrain: Power, knowledge, and anti-racism education", in Aguiar, M., Calliste, A., and Dei, G. (Eds.), *Power, Knowledge and Anti-Racism Education: A Critical Reader*, Fernwood Publishing Co., Ltd., Halifax, NS, pp. 10–22.
- Dei, G.J.S. and James, I.M. (2002), "Beyond the rhetoric: Moving from exclusion, reaching for inclusion in Canadian schools", *Alberta Journal of Educational Research*, Vol. 48 No. 1, pp. 61–87.
- Delpit, L. (2006), "Lessons from teachers", *Journal of Teacher Education*, Vol. 57 No. 3, pp. 220–231.
- DeMatthews, D. (2015), "Making sense of social justice leadership: A case study of a principal's experiences to create a more inclusive school, leadership and policy in schools", Vol. 14 No. 2, pp. 139–166, doi: 10.1080/15700763.2014.997939
- DeMatthews, D. (2018), "Social justice dilemmas: Evidence on the successes and shortcomings of three principals trying to make a difference", *International Journal of Leadership in Education*, Vol. 2 No. 5, pp. 545–559.
- Dhuey, E. and Smith, J. (2014), "How effective are school principals in the production of school achievement?" *Canadian Journal of Economics*, Vol. 47 No. 2, pp. 634–663.
- Egbo, B. (2018). *Teaching for Diversity in Canadian Schools* (2nd ed.), Pearson Canada Inc., Toronto, ON.

1  
2  
3 Evans, A.E. (2007), "School leaders and their sensemaking about race and demographic  
4 change", *Educational Administration Quarterly*, Vol. 43 No. 2, pp. 159–188.  
5 <https://doi.org/10.1177/0013161X06294575>  
6

7  
8 Goddard, T. and Hart, A. (2007), "School leadership and equity: Canadian elements", *School  
9 Leadership and Management*, Vol. 27 No. 1, pp. 7–20.  
10

11  
12 Gordon, M.F. and Louis, K.S. (2009), "Linking parent and community involvement with student  
13 achievement: Comparing principal and teacher perceptions of stakeholder influence", *American  
14 Journal of Education*, Vol. 116 No. 1, pp. 1–32.  
15

16  
17 Government of Ontario. (2016), "The journey together: Ontario's commitment to reconciliation  
18 with Indigenous peoples", available at [https://files.ontario.ca/trc\\_summary-english-  
19 accessibility.pdf](https://files.ontario.ca/trc_summary-english-accessibility.pdf) (accessed 12 March 2019).  
20

21  
22 Hauseman, D.C., Pollock, K. and Wang, F. (2017), "Inconvenient, but essential: Impact and  
23 influence of school–community involvement on principals' work and workload", *School  
24 Community Journal*, Vol. 27 No. 1, pp. 83–106.  
25

26  
27 Institute for Educational Leadership. (2013), "The Ontario Leadership Framework: A school and  
28 system leader's guide to putting Ontario's leadership framework into action", available at:  
29 [https://www.education-leadership-  
30 ontario.ca/application/files/8814/9452/4183/Ontario\\_Leadership\\_Framework\\_OLF.pdf](https://www.education-leadership-ontario.ca/application/files/8814/9452/4183/Ontario_Leadership_Framework_OLF.pdf) (accessed  
31 14 March 2019).  
32

33  
34 Isabella, L. (1992), "Managing the challenges of trigger events: The mindsets governing  
35 adaptation to change", *Business Horizons*, Vol. 35 No. 5, pp. 59–66.  
36

37  
38 Kincheloe, J.L. (2008), "Critical pedagogy and the knowledge wars of the twenty-first century",  
39 *International Journal of Critical Pedagogy*, Vol. 1 No. 1, pp. 1–22.  
40

41  
42 Ladson-Billings, G. (2014), "Culturally relevant pedagogy 2.0: A.k.a the remix", *Harvard  
43 Educational Review*, Vol. 84 No. 1, pp. 74–84.  
44

45  
46 Leithwood, L., Louis, K.S., Anderson, S., and Wahlstrom, K. (2004), "How leadership  
47 influences student learning: Wallace Foundation learning from leadership project report",  
48 Wallace Foundation, New York, NY.  
49

50  
51 Louis, K.S., Leithwood, K., Wahlstrom, K. and Anderson, S. (2010), "Learning from leadership:  
52 Investigating the links to improved student learning. Final report of research findings",  
53 available at: [http://www.wallacefoundation.org/knowledge-center/Documents/Investigating-the-  
54 Links-to-Improved-Student-Learning.pdf](http://www.wallacefoundation.org/knowledge-center/Documents/Investigating-the-Links-to-Improved-Student-Learning.pdf) (accessed 12 February 2019).  
55

56  
57 Martino, W. and Cumming-Potvin, W. (2016), "Teaching about sexual minorities and "princess  
58 boys": A queer and trans-infused approach to investigating LGBTQ-themed texts in the  
59 elementary school classroom", *Discourse*, Vol. 37 No. 6, pp. 807–827.  
60



Mezirow, J. and Taylor, E.W. (Eds.). (2009), *Transformative Learning in Practice: Insights from Community, Workplace, and Higher Education*, Jossey-Bass, San Francisco, CA.

Ogawa, R. (1991), "Enchantment, disenchantment, and accommodation: How a faculty made sense of the succession of its principal", *Educational Administration Quarterly*, Vol. 27 No. 1, pp. 30–60.

Ontario Ministry of Education. (2009), "Realizing the promise of diversity: Ontario's equity and inclusive education strategy", available at: <http://www.edu.gov.on.ca/eng/policyfunding/equity.pdf> (accessed 14 March 2019).

Ontario Ministry of Education. (2017), "Student success", available at: <http://www.edu.gov.on.ca/studentsuccess/> (accessed 14 March, 2019).

Ontario Principals' Council. (2019), "Principals' development course", available at: [https://www.principals.ca/en/professional-learning/principal\\_s-development-course-pdc.aspx#](https://www.principals.ca/en/professional-learning/principal_s-development-course-pdc.aspx#) (accessed 14 April 2019).

Picower, B. (2009), "The unexamined Whiteness of teaching: How teachers maintain and enact dominant racial ideologies", *Race and Ethnicity in Education*, Vol. 12 No. 2, pp. 197–215.

Pollock, K. (2016), "Principals' work in Ontario, Canada: Changing demographics, advancements in informational communication technology and health and well-being", *International Journal for Educational Administration*, Vol. 44 No. 3, pp. 55–74.

Pollock, K. and Hauseman, D.C. (2014), *Principals' work in contemporary times: Final report for the Ontario Ministry of Education—Leadership Development and School Board Governance Branch*, Ontario Ministry of Education, Toronto, ON.

Pollock, K. and Hauseman, D.C. (2018), "The use of e-mail and principals' work: A double-edged sword", *Leadership and Policy in Schools*. doi: 10.1080/15700763.2017.1398338

Pollock, K. and Wang, F. (2019), *Principals' Work in Ontario's French-Language Education Systems*. Ottawa, ON, Association des directions et directions adjointes des écoles franco-ontariennes.

Pollock, K., Wang, F. and Hauseman, C. (2014), "The changing nature of principals work: Final report", available at: <https://www.edu.uwo.ca/faculty-profiles/docs/other/pollock/OPC-Principals-Work-Report.pdf> (accessed 12 March 2019).

Pollock, K., Wang, F., and Hauseman, D.C. (2017, June), "The changing nature of vice principals' work. Final report for the Ontario Principals' Council", available at: <https://www.edu.uwo.ca/faculty-profiles/docs/other/pollock/pollock-opc-vp-report-final.pdf> (accessed 15 March 2019).

1  
2  
3  
4 Ryan, J. (2003), *Leading Diverse Schools*, Kluwer Academic Press, Dordrecht, NL.

5  
6 Ryan, J. (2006), *Inclusive Leadership*, Jossey-Bass, San Francisco, CA.

7  
8  
9 Ryan, J. (2007), “Inclusive leadership: A review”, *Journal of Educational Administration and Foundations*, Vol. 18 No. 1&2, pp. 92–125.

10  
11  
12 Ryan, J. (2011), “Administrative approaches to diversity: Imposing and sharing meaning”,  
13 MacBeath, J. and Townsend, T. (Eds.), *International Handbook on Leadership for Learning*,  
14 Springer International Publishing, Dordrecht, NL, pp. 1125–1142.

15  
16  
17 Ryan, J. (2012), *Struggling for Inclusion: Educational Leadership in Neoliberal Times*,  
18 Information Age Publishing, Greenwich, CT.

19  
20  
21 Ryan, J. (2016), “Promoting inclusion in Ontario: Principals; work in diverse settings”,  
22 *International Studies in Educational Administration (Commonwealth Council for Educational*  
23 *Administration & Management)*, Vol. 44 No. 2, pp. 77–95.

24  
25 Ryan, J., Pollock, K., and Antonelli, F. (2009), “Teacher diversity in Canada: Leaky pipelines,  
26 bottlenecks and glass ceilings”, *Canadian Journal of Education*, Vol. 32 No. 3, pp. 512–538.

27  
28  
29 Savin-Baden, M. and Major, C.H. (2012), *Qualitative Research: The Essential Guide to Theory*  
30 *and Practice*, Routledge, Oxford, UK.

31  
32  
33 Statistics Canada. (2017), “Recent changes in demographic trends in Canada”, available at:  
34 <https://www150.statcan.gc.ca/n1/pub/75-006-x/2015001/article/14240-eng.htm> (accessed 19  
35 May 2019).

36  
37  
38 Statistics Canada. (2018), “Immigration and Ethnocultural Diversity in Canada”, available at  
39 <https://www12.statcan.gc.ca/nhs-enm/2011/as-sa/99-010-x/99-010-x2011001-eng.cfm#a1>  
40 (accessed 16 May 2019).

41  
42  
43 Tuters, S. and Portelli, J. (2017), “Ontario school principals and diversity: Are they prepared to  
44 lead for equity?”, *International Journal of Educational Management*, Vol. 31 No. 5, pp. 598–  
45 611.

46  
47  
48 Wang, F., Pollock, K. and Hauseman, C. (2018a). School principals’ job satisfaction: The effects  
49 of work intensification. *Canadian Journal of Educational Administration and Policy*, 185, 73–  
50 90.

51  
52  
53 Wang, F., Pollock, K. and Hauseman, D.C. (2018b), “Ontario principals’ and vice-principals’  
54 well-being and coping strategies in the context of work intensification,” in Cherkowski, S. and  
55 Walker, K. (Eds.), *Perspectives on Flourishing Schools*, Lexington Books, Lanham, MD, pp.  
56 287–304..

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

Weick, K. (1993), “The collapse of sensemaking in organizations: The Mann Gulch disaster”, *Administrative Science Quarterly*, Vol. 38, pp. 628–652.

Winton, S. (2018), “Challenging fundraising, challenging inequity Contextual constraints on advocacy groups policy influence”, *Critical Studies in Education*, Vol. 59 No. 1, pp. 54–73.

Winton, S. and Brewer, C.A. (2014), “People for education A critical policy history”, *International Journal of Qualitative Studies in Education*, Vol. 27 No. 9, pp. 1091–1109.

IJEM Submission 2019

Table 1

*Participant Characteristics*

<b>School Board</b>	<b>Male</b>	<b>Female</b>	<b>Urban</b>	<b>Rural</b>	<b>Elementary</b>	<b>Secondary</b>	<b>EX*</b>	<b>LE**</b>	<b>Total</b>
<b>Number 1</b>	2	4	2	4	5	1	6	0	<b>6</b>
<b>Number 2</b>	8	8	13	3	13	3	12	4	<b>16</b>
<b>Number 3</b>	1	2	0	3	3	0	2	1	<b>3</b>
<b>Number 4</b>	3	4	6	1	5	2	6	1	<b>7</b>
<b>Number 5</b>	4	5	6	3	7	2	6	3	<b>9</b>
<b>Number 6</b>	1	6	2	5	6	1	6	1	<b>7</b>
<b>Number 7</b>	5	6	10	1	7	4	8	3	<b>11</b>
<b>Total</b>	<b>24</b>	<b>35</b>	<b>39</b>	<b>20</b>	<b>46</b>	<b>13</b>	<b>46</b>	<b>13</b>	<b>59</b>

\* EX: Experience as principal for more than 5 years

\*\*LE: Experience as a principal for less than 5 years