Development and Validation of the Social Justice Behavior Scale

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I am submitting herewith a dissertation written by Lee D. Flood entitled "Development and Validation of the Social Justice Behavior Scale." I have examined the final electronic copy of this dissertation for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Doctor of Philosophy, with a major in Education.

Pamela Angelle, Major Professor

We have read this dissertation and recommend its acceptance:

Jennifer Morrow, Gary Skolits, James McIntyre

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Vice Provost and Dean of the Graduate School

(Original signatures are on file with official student records.)
Development and Validation of the Social Justice Behavior Scale

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Abstract

Despite social justice leadership receiving an increasing amount of attention by researchers, a methodological imbalance with qualitative inquiries dominating the existing empirical literature base persists. Compounding this issue is the lack of a discipline-specific, quantitative instrument made for the exact purpose of exploring the nature of social justice leadership. This study aimed to answer the calls of a number of scholars (Jean-Marie, Normore, & Brooks, 2009; Nilsson, Marszalek, Linnemeyer, Bahner, & Misialek, 2011; Otunga, 2009) by developing and validating a scale. The Social Justice Behavior Scale (SJBS) was developed through the creation of items based on a literature review, informed directly by a meta-analysis, and refined through the Delphi Technique. Surveys were digitally distributed to principals in the United States. The final dataset consisted of 227 principals from 27 states. Following a principal components analysis with oblimin rotation, the SJBS was found to have three components made up of 23 items that accounted for 62.16% of the total variance. Cronbach’s alpha for the entire instrument was .933. The SJBS shows promise as a quantitative research instrument moving forward. Future recommendations include collecting additional data to run a confirmatory factor analysis, distributing the instrument in additional contexts, and bolstering future investigations into social justice leadership through the use of the SJBS as a research tool.
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CHAPTER 1
INTRODUCTION TO THE STUDY

The focus on social justice as a specific type of leadership has been a relatively recent development (Bogotch, 2000; Bruner, 2008; Cribb & Gewirtz, 2003; Dantley & Tillman, 2006; Theoharis, 2007, 2008, 2010). Studies concerned with and focused on leadership for social justice have explored how educational leaders have addressed issues of marginalization and inequity (Bosu, Dare, Dachi, & Fertig, 2011; DeMathews & Mawhinney, 2014; Norberg, Arlestig, & Angelle, 2014; Scanlan, 2012; Slater, Potter, Torres, & Briceno, 2014; Theoharis, 2008, 2010). However, in existing examinations, researchers have predominantly utilized qualitative methods to drive their inquiries.

Jean-Marie et al. (2009) observed that the “dearth of quantitative... studies of social justice are disappointing and limit our ability to understand leadership for social justice in its many forms” (p. 16). The scarcity of studies utilizing such instruments has hindered the ability for scholars to fully comprehend leadership for social justice. In fact, this gap in the literature ends up limiting the ability of individuals to understand leadership for social justice in a holistic, robust, and well-rounded way (Jean-Marie et al., 2009; Nilsson et al., 2011; Otunga, 2009).

Due to the dominant qualitative research approach in the literature, few studies have provided accounts of leadership for social justice from a quantitative perspective. Nilsson et al. (2011) noted that “despite the call for greater attention to social justice... little empirical data have been published that can guide such efforts. One reason for this may be the lack of available instruments to measure such investigations” (p. 260). Much of the literature focuses on possible or theorized outcomes from social justice leadership rather than realized effects due to the limited scope of existing research designs.
Traditionally, research on social justice has taken the approach that social justice outcomes are an ends unto themselves. Effective social justice leadership is resultant in socially just outcomes. These outcomes tend to be centered in the leader and attached to improved culture, community, equity, dialogic classrooms and not necessarily to traditional educational metrics. Examples of some specific espoused outcomes of social justice leadership include: valuing/acknowledging diversity (DeMatthews, 2014; Shields, 2004; Theoharis, 2007, 2010), creating networks of support (Furman, 2012; Shields, 2004; Theoharis, 2007), facilitating dialogue (Shields, 2004), developing inclusive learning environments (Bosu et al., 2011; DeMatthews, 2014; Furman, 2012; Shields, 2004; Theoharis, 2010), and reflective practice (Furman, 2012; Shields, 2004).

Dantley, Beachum, and McCray (2008) expressed concerns about these espoused outcomes when they so powerfully commented on the gulf between “rhetoric and reality” with regards to social justice in schools (p. 124). Although they were specifically reflecting on the dangers of social justice becoming calcified in the vernacular of educators rather than animated within their actions, the same mirror can (and should) be held up to research(ers) in the realm of social justice leadership. There seems to be a general acceptance that social justice leadership is a good thing but little interrogation on if it is an effective means to increase/improve/support a variety of real outcomes for students. The development and validation of a scale that can be used to measure and begin to link social justice leadership to a myriad of outcomes is necessary. Knowing the specific behaviors and behavioral constructs in which administrators are engaging in (and not in) can lead to focused approaches to link those behaviors to outcomes in future research.
Statement of the Problem

While researchers have explored a range of topics related to social justice leadership (Bosu et al., 2011; DeMatthews & Mawhinney, 2014; Norberg et al., 2014; Scanlan, 2012; Slater et al., 2014; Theoharis, 2008, 2010), there remains a considerable methodological imbalance with qualitative methods dominating the existing empirical research.

In particular, Jean-Marie et al. (2009) advocated for and were interested in the “many potentially fruitful avenues for inquiry” beyond work concerned with correlating variables with student achievement trends or outcomes. Otunga (2009) echoed these same ideas and called for an expansion of research designs to study social justice leadership including exploration specifically using quantitative designs. Nilsson et al. (2011) indicated the possible need for discipline-specific social justice scales and hoped that their work with the Social Issues Advocacy Scale would be the impetus for others to “help build a body of empirical evidence related to the emerging theoretical trends in social justice advocacy present in many fields today” (p. 273).

It follows that lack of a discipline-specific, quantitative instrument to explore the nature of social justice leadership of educational leaders is problematic. Without a robust and rigorous instrument created with this specific purpose in mind, research designs will have to rely upon instruments not intended for use with educational leaders for quantitative inquiry. The development of a scale that is explicit in its aim to measure the social justice behaviors of educational leaders was not only necessary, but overdue (Jean-Marie et al., 2009; Nilsson et. al., 2011; Otunga, 2009).
Purpose

The purpose of the current study is to develop a scale that measures the social justice behaviors of educational leaders. This study will result in a valid and reliable quantitative instrument that can be used to assess and investigate the underlying behavioral dimensions of leadership for social justice.

Research Questions

In line with the purpose, this quantitative undertaking addresses the following research questions:

1. What are the underlying constructs of social justice behaviors?
2. To what extent is the proposed social justice behavior scale valid?
3. To what extent is the proposed social justice behavior scale reliable?

Operational Definitions

By precisely defining terms, the researcher aims to avoid ambiguity and confusion. The following terms were deemed integral to the study:

1. *Social Justice* - “addressing and eliminating marginalization in schools” (Theoharis, 2007, p. 223)
2. *Social Justice Leadership* – Principals who make “issues of race, class, gender, disability, sexual orientation, and other historically and currently marginalizing conditions in the United States central to their advocacy, leadership practice, and vision” (Theoharis, 2007, p. 223)
3. *Educational Leader* – Principal of a K-12 school
4. *Theory of Planned Behavior (TPB)* – A theoretical model that posits that a person’s intention to perform a behavior and, ultimately, their performance of that
behavior are influenced by their attitudes towards the behavior, subjective norms around the behavior, and perceived behavioral control (Ajzen, 1991)

**Significance of the Study**

Over the last twenty years, social justice has received an increasing level of attention in the educational leadership literature. This expanding body of work has influenced leadership preparation, practice, and theory.

Researchers have recently begun to investigate the practical dimensions of leadership for social justice. For example, authors such as Theoharis (2007, 2008, 2010) and DeMatthews (2015, 2016) have provided accounts of leadership for social justice grounded in the daily realities of educational leaders.

The current study will contribute to the overall knowledge base of leadership for social justice by creating a valid and reliable scale to be used to measure the social justice behaviors of educational leaders and by providing insight on those behaviors. The study will illuminate the ways in which school leaders engage in behaviors that promote social justice in their schools. In a more practical sense, this study will result in an instrument that other researchers can use to guide their inquiries and to expand the existing knowledge base on leadership for social justice. In this same vein, this study can inform administrative preparation programs about what is happening on the ground-level as it relates to leadership for social justice so that programs may customize their coursework, sequencing, capstone projects, observation checklists, or any other facet of their programs to more effectively address any gaps that may be discovered.

**Delimitations**

I purposefully delimited the study to principals with publicly available email addresses in the United States. Additionally, the study was delimited to the four instruments and demographic
information that was administered to the participants. There are innumerable permutations of instruments that could have been administered, but the ones included in this study were selected based upon an extensive review of the literature and a logical decision of what would benefit the available research.

**Organization of the Study**

The first chapter provided a brief overview of and introduction to study that follows. The problem arising from the lack or a quantitative instrument and subsequent lack of a quantitatively informed perspective on the social justice actions of educational leaders was explained. The statement of the problem, purpose of the study, and research questions were crafted to succinctly provide the rationale behind the study as demonstrated by the literature. The first chapter included description of the study’s operational definitions, delimitations, limitations, assumptions, and significance. The following chapter will include a detailed review of related and relevant literature pertaining to the topic including an explanation of the theoretical framework used for the study.

Following Chapter 1, Chapter 2 provides a review of the related and relevant literature on leadership for social justice. In addition, the chapter introduces and describes the theoretical framework used to guide and focus the study.

Chapter 3 addresses the methodological choices and provides support for those choices. Specifically, the chapter details the development and validation of the Social Justice Behavior Scale. The details regarding data collection and analysis are covered in full.

Chapter 4 encapsulates the findings of the SJBS. The chapter contains the results of the principal components analysis, validity/reliability statistics, relevant group differences, and correlation data.
Chapter 5 is a discussion of the study. The fifth chapter summarizes the findings, evaluates them in relation to the theoretical framework and current literature base, and makes suggestions regarding the future usage of the SJBS.
CHAPTER 2
REVIEW OF THE LITERATURE

An inquiry examining the intricacies, nuances, and particulars of educational leadership for social justice must first be grounded and situated within the larger discourse focused on social justice. The literature review will work from the general concept of social justice in the ethereal as an idea, value, or philosophy, to the specific ways that educational leaders engage in leadership for social justice within educational contexts. To this end, I begin with a survey of how social justice has been defined in the literature. Following that section, there is discussion of leadership behaviors for social justice.

Defining Social Justice

A multitude of scholars have described the difficulties of crafting a definition of social justice (Blackmore, 2002; Bogotch, 2002; Bogotch & Shields, 2014; Furman & Gruenewald, 2004; Goldfarb & Grinberg, 2002; Larson & Murtadha, 2002; Marshall, 2004; Marshall & Oliva, 2006; Shields, 2004). Definitions of the concept have been described as elusive, ubiquitous, changing, and conflicting (Brown, 2004; Harris, 2014; Zembylas & Iasonos, 2014). Blackmore (2009) commented on the expansive range of terms that fall under the social justice umbrella including “equity, equality, inequality, equal opportunity, affirmative action, and most recently diversity” (p. 7).

Hayek (1976), commenting on the scholarly discourse involving the term despite the lack of a concrete and, thus, common definition, mused that “the people who habitually employ the phrase simply do not know themselves what they mean by it, and just use it as an assertion that a claim is justified without giving a reason for it” (p. xi). Robinson (2017) noted that a single “definition for the term social justice is not possible” (p. 22). Therefore, a thoughtful and robust
survey of the term and its vast conceptualizations and definitions across the landscape of the literature is critical to situate and ground this study.

Despite the difficulty or, perhaps, impossibility in crafting a definition of social justice, the literature was full of attempts to distill the essence of the term into a written definition. Attempts at a definition generally were dichotomous in nature assuming either a singular or pluralistic orientation (Bogotch, 2000; DeMatthews, Edwards, & Rincones, 2016; Taysum & Gunter, 2008).

Singular conceptions emphasized the relation of the individual to social justice. Bogotch (2000) summarized singular definitions as ones that privileged individual perception and emphasized the heroic actions and efforts of individuals working towards a particular vision. Bogotch (2000) stated that a singular approach to defining social justice:

emerges from the heroic [capital H or small h] efforts of individuals - someone with a vision and a willingness to take risks to see that vision enacted... heroic individuals often have a singlemindedness to pursue their own vision tenaciously and apart from others who may not share their particular vision. Such visions, or notions of social justice, begin and end as a discrete, yet coherent belief system which separates nonbelievers from true believers. (p. 4)

However, as DeMatthews et al. (2016) noted “most scholarship acknowledges a plural conception concerning the equitable distribution of goods and resources and full recognition of marginalized communities” (p. 4). Plural conceptions, unlike singular definitions, were intimately aware of and concerned with the idea and presence of others (Cribb & Gewirtz, 2003; Dantley & Tillman, 2010; DeMatthews et al., 2016; Shoho, Merchant, & Lugg, 2005). Shoho et al. (2005) traced the origin of social justice back to its Latin roots, *equitas socius*, and provided a
literal definition that translates to “being fair to one’s companions” (p. 49). In this conceptualization, Shoho et al. (2005) highlighted the movement away from the concerns of the individual and towards the collective in regards to social interactions. Dantley and Tillman (2010) noted that “the concept of social justice focuses on... those groups that are most often underserved, underrepresented, and undereducated and that face various forms of oppression in schools” (p. 23). Cribb and Gewirtz (2003) fleshed out three constructs that undergird social justice: distributive, cultural, and associational justice. The constructs are interrelated and exist in tension with each other. Distributive justice refers to the distribution of economic, cultural, and social resources among groups. Cultural justice is concerned with themes of recognition, nonrecognition, and domination between groups. Associational justice deals with the recognition and engagement of marginalized groups in decision-making processes.

Another, more radical view is that social justice cannot be defined outside of the context in which it exists. That is, social justice can only be understood situated within temporal, spatial, and geographical boundaries, not universally. In support of this context-dependent notion of social justice, Bogotch (2002) posited that social justice has “no fixed or predictable meanings” (p. 153).

Social justice has been described, defined, conceptualized, and operationalized in vast and varied ways. The term tended to be used as it related to a path toward equitable ends for marginalized, colonized, ignored, or forgotten about groups. Social justice as a concept exists as an idealistic notion that needs to be examined at its merger with practice. The next section will explore social justice specifically situated within educational leadership.
Social Justice and Education Leadership

Social justice has received an increasing amount of attention in the educational leadership literature in the last fifteen years. This expanding body of work has influenced leadership preparation, practice, and theory. Educational leadership and social justice were inextricably linked and involved the “studying issues of diversity, literacy, equity, democracy, and specific injustices to actions based on social justice, not as a singular construct but rather as socially constructed ideas designed to fit and address local and national problems in and out of schools and universities” (Bogotch & Shields, 2014, p. 10).

The general consensus in western literature suggested that leadership for social justice involves improving educational outcomes, understanding discrimination, and challenging inequities of marginalized groups (Bogotch, 2002; Brooks, Jean-Marie, Normore, & Hodgins, 2008; Bruner, 2008; Dantley & Tillman, 2006; DeMatthews, Edwards, & Rincones, 2016; DeMatthews & Izquierdo, 2016; DeMatthews & Mawhinney, 2014; Furman, 2012; Robinson, 2017; Theoharis, 2007; Theoharis & O'Toole, 2011). Theoretical propositions on leadership for social justice have included Berkovich’s socio-ecological framework (2014), Theoharis’ models of resistance (2007), and Mansfield’s striated-smooth construct (2014). Each offers a differing lens from which to understand leadership for social justice as a construct, but don’t necessarily bridge the gap between theory and practice. Rather, they provide a researcher-oriented glimpse and interpretation of what are the very real, very tangible, and very immediate daily struggles of educational leaders (Bogotch, 2014).

As a response to the theory and practice divide, Robinson (2017) stated “In many cases, while the ideas and practices of social justice may have developed from the ground up, the way to strategically move forward with a socially just school is through the leadership of the
principal/headteacher” (p. 26). The behaviors of these school leaders are key components to understanding and analyzing social justice within schools.

**Leadership Behaviors for Social Justice**

Furman (2012), through her comprehensive review of case studies, identified a consistent set of patterns and themes regarding leadership for social justice. Furman’s (2012) six themes of leadership for social justice were: “action oriented and transformative, committed and persistent, inclusive and democratic, relational and caring, reflective, and oriented toward a socially just pedagogy” (p. 195). These themes will serve as a roadmap to further interrogate the behaviors of educational leaders as they relate to leadership for social justice. The literature review will use the themes as a schema to explore contemporary, empirical research with the goal of examining specific behaviors of social justice leaders.

**Action-oriented and transformative.** One of the most prevalent themes in the literature was that social justice leaders were proactive and transformative in their approach (Furman, 2012). Social justice leaders engaged in deliberate actions and interventions intended to transform schools to better serve and result in equitable outcomes for marginalized students (Dantley, 2005; Dantley & Tillman, 2010; DeMatthews & Mawhinney, 2014; Dillard, 1995; Jean-Marie, 2008; Marshall, 2004; Shields, 2010; Slater et. al, 2014; Theoharis, 2007). To this end, they must make decisions guided by moral action, based on communication, and supported by authentic relationships (Shields, 2004).

Social justice leaders actively focus on equity and participate in activism on behalf of marginalized students (McKenzie et al., 2008; Smyth, Down, & McInerney, 2014). Educational leaders’ activism works to deconstruct "unjust teaching practices and policies and promotes inclusion and equity for all students" (Zembylas, 2010, p. 611). Furman (2012) noted that these
leaders “must recognize and understand how institutional power arrangements and practices favor some groups to the detriment of others” (p. 195). By doing so, the work of the educational leader moves to “transform inequities and injustices” (Jenlink & Jenlink, 2012, pp. 1-2). These leaders effect change through open dialogue and upon the foundation of strong relationships (Shields, 2004). Jean-Marie et al. (2009) powerfully summarize the activist and transformative nature of this type of work:

school leaders must increase their awareness of various explicit and implicit forms of oppression, develop intent to subvert the dominant paradigm, and finally act as a committed advocate for educational change that makes a meaningful and positive change in the education and lives of traditionally marginalized and oppressed students (p. 4).

Educational leaders who work towards social justice have been described as partaking in specific behaviors in support of this construct by displaying an attitude of advocacy, care, and concern for all people (Dillard, 1995). López, González, and Fierro (2010) observed principals assuming a proactive leadership stance that supported their work for social justice.

Committed and persistent. The work of social justice leaders require individuals to be committed to ideals they hope to achieve and persist in their pursuit of accomplishing those goals (Brown, 2004; Furman, 2012; Theoharis, 2008). Authors have noted that the deeply held values of social justice leaders contribute to their passion and commitment to working for social justice outcomes, but can also complicate that same work (Theoharis, 2008, 2010).

Educational leaders described their social justice motivations in terms of constant efforts for, continuous reexaminations in light of, and deep commitments to improving conditions and creating equitable situations for marginalized students (Theoharis, 2010). Scheurich and Skrla (2003) comment on the “stubborn persistence” social justice leaders display in finding solutions
to complex issues. Theoharis (2010) described the social justice leaders in his research as “vibrant examples of dynamic leadership relentlessly committed to their vision of justice and equity” (p. 368). Part of this relentless commitment involves undertaking actions that mobilize and generate resources to support and accomplish social justice outcomes (Brooks et al., 2008). The literature details some of the specific behaviors that social justice leaders participate in that support this construct of the nature of social justice leadership. Those behaviors included demonstrating a stubborn persistence (Riester, Pursch, & Skrla, 2002), developing coping strategies to overcome resistance (Theoharis, 2007), displaying a tenacious commitment to justice (Theoharis, 2008), and having a commitment to forging school-community partnerships (DeMatthews et al., 2016).

**Inclusive and democratic.** Social justice leaders reflect democratic principles through behaviors that create inclusive school environments aimed to reduce injustice and inequities (Blackmore, 2006; Gale & Densmore, 2003; Jenlink & Jenlink, 2012; Oplatka & Arar, 2016; Shields, 2004; Smyth, Down, & McInerney, 2014). Jenlink and Jenlink (2012) summarized this notion when they stated that the work of a social justice leader needed to be “a pedagogy that works to effect the transformation and the realization of a just, democratic society” (p. 2).

Leaders must become intimately aware and deeply informed of issues of systemic oppression, exclusion, and marginalization acknowledge how embedded arrangements of power and privilege favor certain groups over others (Arar, 2015; Brooks & Miles, 2006; Boske & Diem, 2012; Jenlink & Jenlink, 2012; Tiky & Dachi, 2009). Social justice leaders must also be aware of and prepared to face “social and organizational barriers that perpetuate inequity and inequality within schools” (Oplatka & Arar, 2016, p. 353).
Specific examples of behaviors that social justice leaders engaged in were: exploring their own views, experiences, and values (Brown, 2004), purposeful action focused on equality (Theoharis, 2007), creating structures for inclusivity (DeMatthews, 2015), sharing decision making (Wasonga, 2010), and creating a sense of community (Merchant & Shoho, 2010).

**Relational and caring.** Educational leaders must develop, foster, and leverage deep and meaningful relationships with others built upon care and respect (Furman, 2012; Shields, 2014). Robinson (2017), on the power the role of principal has in relation to social justice, mused that “The principal’s position has the potential to communicate widely the message of social justice and to build bridges between the school and the community it serves” (p. 29). Principals act as bridge people “committed to creating a bridge between themselves and others, for the purposes of improving the lives of all those with whom they work” (Merchant & Shoho, 2006, p. 86). Principals who act as bridge people connect “people, purpose, and practice” in their daily practice (Brooks, Jean-Marie, Normore, & Hodgins, 2008, p. 380).

Shields (2004) suggested that social justice leaders must “work explicitly to replace deficit thinking with deep and meaningful relationships” to get closer to “achieving education that is socially just and academically excellent for more children” (p. 128). Some scholars view relationships as the starting point from which leaders can instill the values that they desire to be reflected within the school like caring and listening (Oplatka & Arar, 2016). A principal’s focus on and orientation toward social justice was the foundation for the further development of an environment of mutual care, respect, recognition, and empathy (Theoharis, 2007).

The behaviors of social justice leaders grounded in this construct included improving school-family relations (Cooper, 2009), caring deeply (Giles, Johnson, Brooks, & Jacobson, 2005), developing community ownership in schools (Goldfarb & Grinberg, 2002), attending to
relationships (Wasonga, 2010) and displaying a sense of community in their actions (Merchant & Shoho, 2010).

**Reflective.** Social justice leaders engage in self-reflection to increase their own awareness and foster personal growth (Dantley & Tillman, 2010; DeMatthews et al., 2016; Furman, 2012; Ishimaru & Galloway, 2014; Jansen, 2006; Oplatka & Arar, 2016; Shields, 2004). Self-reflection allows educational leaders to assess their own subjectivity and confront their inherent biases, prejudices and assumptions, and equitably balance the multiple purposes of schooling (DeMatthews et al., 2016; Furman, 2012).

Jansen (2006), in his study of how White South African principals transformed their white schools into diverse places of learning, described how “leading for social justice meant coming to terms with the leaders’ own past. Both principals were articulate about how their own racial identities shaped their understandings of others (in this case, Black people), and how they had to work through and rise above these experiences” (p. 46).

Theoharis (2007, p. 250) points to the need for social justice leaders to develop a “reflective consciousness” rooted in a learned belief that dreams are achievable, the reality of equity and justice in their practice, an increasing knowledge of self, and the willingness to entertain rebellion and opposition as means to an end. Social justice leaders who demonstrate reflection in their behaviors do so by coming to terms with their past (Jansen, 2006), developing their own modes of resistance (Theoharis, 2007), and reflecting a deep commitment to social justice (DeMatthews et al., 2016; Jansen, 2006).

**Oriented toward a socially just pedagogy.** Lastly, social justice leaders must align their educational values, goals, actions, and dreams towards the pursuit and achievement of creating just and equitable schools. This type of leadership goes beyond being simply good or right.
Leaders immerse themselves in and orient their practice to reflect their deep and unwavering commitment to these ends. Brooks et al. (2008) spoke directly to this notion:

Educating for social justice is not about showing students what social justice looks like but awakening and developing in students, teachers, and administrators a critical consciousness that will facilitate the recognition of institutionalized injustice, an understanding of the moral and practical implications of injustice, and a compulsion to move beyond rhetorical action into acts of social liberation. (p. 382)

Examples of behaviors that leaders display include: demonstrating “ethical steadfastness to serve others” (Gerstl-Pepin & Aiken, 2010, p. 414), acting upon their own belief system (Giles et al., 2005), reflecting a deep commitment to social justice (Jansen, 2006; Jean-Marie, 2008), challenging others to ponder issues of social justice (López et al., 2010), and showcasing a strong sense of purpose (Merchant & Shoho, 2010).

**Existing Scales**

There are four existing, published scales that measure constructs relevant to or related to social justice; there are no validated scales that are specific to educational leadership. Furthermore, the existing scales measure intentions, dispositions, general actions, and beliefs, but do not measure the very specific behaviors that educational leaders engage in to produce socially just outcomes within schools.

A review of the literature uncovered four, published quantitative scales that have been used to specifically measure properties of and related to social justice. A brief review of each scale will be provided.

The Activism Orientation Scale (AOS) developed by Corning and Myers (2002) is a two-factor, 35-item scale used to measure an individual’s propensity to engage in activism from a
broad perspective. The two subscales that comprised the AOS were the Conventional Activism subscale (28 items) and the High-Risk Activism subscale (seven items). The AOS was developed as an instrument to measure social activism regardless of cause, movement, or political affiliation. Additionally, the AOS focused on an individual’s behaviors that incorporated measures of action rather than general attitudes toward possible activism action. However, the AOS does not specifically measure for awareness of social justice issues or engagement in behaviors intended to produce socially just outcomes.

Nilsson et al. (2011) created the Social Issues Advocacy Scale (SIAS). The SIAS was a four-factor, 21-item instrument that measured aspects of social issues advocacy using a Likert-type scale (1= strongly disagree; 5=strongly agree). The four-factors included: Political and Social Advocacy, Confronting Discrimination, Political Awareness, and Social Issue Awareness. The SIAS was developed in response to some of the limitations of the AOS and aimed to measure both social justice attitudes and behaviors.

The Social Issues Questionnaire (SIQ) developed by Miller et al. (2009) “included measures of domain-specific social justice self-efficacy, outcome expectations, interests, choice goals, and social supports and barriers related to social justice engagement” (p. 499). The SIQ was a six-factor, 52-item instrument that “measures interest in social justice from a vocational counseling psychology perspective” (Fietzer & Ponterotto, 2015, p. 27). The SIQ was administered to two different samples of university students and used to examine their interest and commitment to social justice.

Torres-Harding, Siers, and Olson (2012) created the Social Justice Scale (SJS). The SJS was used “to measure social justice from a blend of community psychology and organizational psychology perspectives” (Fietzer & Ponterotto, 2015, p. 29). The SJS leverages Ajzen’s (1991)
theory of planned behavior. The theory suggests that attitudes, perceived behavioral control, and social norms predict intentions. Intentions precede behaviors; by understanding attitudes, perceived behavioral control, social norms, and intentions, one can reasonably assume the behavior of an individual. The SJS “was designed to measure social justice-related values, attitudes, perceived behavioral control, subjective norms, and intentions based on a four-factor conception of Ajzen’s theory (Torres-Harding et al., 2012, p. 79).

**Theoretical Framework**

The current study utilized Ajzen’s (2012) Theory of Planned Behavior (TPB) as a conceptual framework. Steinmetz, Knappstein, Ajzen, Schmidt, and Kabst (2016) noted that the “key determinant of behavior in the TPB is the intention to perform the behavior in question” (p. 218). The TPB posited that intentions to engage in particular behaviors could be predicted with accuracy by an individual’s attitudes towards the behavior, subjective norms, and perceived behavioral control (See Figure 1). This framework is particularly useful in “accounting for actions in specific contexts” (Ajzen, 1991, p. 181).

Intentions “capture the motivational factors that influence a behavior; they are indications of how hard people are willing to try, of how much of an effort they are planning to exert, in order to perform the behavior” (Ajzen, 1991, p. 181). The first of three antecedents to intention is an individual’s attitude toward the behavior. Attitude towards the behavior “refers to the degree to which a person has a favorable or unfavorable evaluation or appraisal of the behavior in question” (Ajzen, 1991, p. 188). Subjective norms encapsulated the perceived social pressure an individual feels to engage or not engage in the behavior. Perceived behavioral control referred to
Figure 1. Ajzen’s Theory of Planned Behavior. Reprinted with Permission.

an individual’s perception of how easy or difficult the performance of the specific behavior of interest would be. Additionally, perceived behavioral control was assumed to reflect an individual’s previous experience and anticipated difficulties related to the action. These measures account for a considerable amount of variance of individual’s actual behavior (Ajzen, 1991).

Ajzen (1991) noted that the “relative importance of attitude, subjective norm, and perceived behavioral control in the prediction of intention is expected to vary across behaviors and situations” (p. 188). Therefore, recognizing the individual contribution of each, as well as understanding that the domains work in aggregate to influence and affect behavior is important.

The TPB has been applied in a variety of fields ranging from consumer sciences to sport sciences, sociology to health education, and higher education to public health to both predict and explain the choices people make in regards to engaging in certain behaviors.

Han, Hsu, and Sheu (2010) utilized the TPB to explain how hotel customers formed the intention to visit a “green” hotel using structural equation modeling. Their findings detailed that the TPB model provided a good fit for their data and supported the TPB’s assertion that attitude,
subjective norms, and perceived behavioral control all positively affected their participants’ intention to stay at a “green” hotel.

Kautonen, van Gelderen, and Fink (2013) used the TPB to predict the business start-up intentions of individuals using longitudinal data. They found that all of the hypothesized relationships in the model were positive and significant. Their study showed support of the TPB as a model for understanding business start-up behavior and demonstrated validity evidence for its repeated use in their field. Of particular interest to this study are their findings that “self-reported intentions are a good predictor of subsequent entrepreneurial actions” (Kautonen et al., 2013, p. 668).

Shulz and Braekkan (2017) used the TPB to frame “which social-justice related values and attitudes toward labor standards relate to consumer intentions and behaviors” (p.1). They found that individuals with predispositions towards social justice were less likely to engage in business with firms that have poor reputations related to human and labor rights.

In addition to being a natural fit as a theoretical framework, the current study also identified two opportunities to using the TPB as a theoretical frame. First, the TPB is a frame that is widely used in a variety of academic disciplines but, for whatever reason, has not tracked in educational leadership. There is a significant opportunity to utilize the frame in a way that fits, but is novel in application. Secondly, the framework acted as a conceptual umbrella to house both the Social Justice Scale (Torres-Harding et al., 2012) and the SJBS going forward. The SJS is a valid and reliable measure of attitudes, subjective norms, perceived behavioral control, and behavioral intentions related to social justice behaviors. The instrument tested in this study, the SJBS, will measure components of social justice behaviors specific to educational leadership.
The coupling of the two will provide unique and strategic opportunities to explore social justice leadership especially because both were based upon the same theoretical underpinnings.

**Summary**

The preceding chapter outlined the attempts scholars have made to define and conceptualize leadership for social justice. Additionally, the chapter explored the extant literature related to social justice leadership. The theoretical framework, Ajzen’s (1991) theory of planned behavior, was discussed. Chapter 3 will integrate the information gleaned from the literature with a well-reasoned methodological approach to demonstrate the steps that will be followed to create and validate the SJBS.
CHAPTER 3

METODOLOGY

The purpose of this study was to develop and validate the Social Justice Behavior Scale (SJBS). To this end, the study was guided by the following research questions:

1. What are the underlying constructs of social justice behaviors?
2. To what extent is the proposed social justice behavior scale valid?
3. To what extent is the proposed social justice behavior scale reliable?

The development and validation of a scale to assist in future inquiries and provide exploratory results will provide much needed information and serve as a foundational tool for future exploration. This chapter provides a detailed description of the development of the Social Justice Behavior Scale including the rationale for the methodological choices and clarification of the sample for the study. The following chapter includes an explanation of the meta-analysis that drove item development, the subsequent Delphi technique to refine those items through the use of iterative and focused feedback from a panel of experts, survey distribution, methods of analysis, and matters related to reliability and validity. The chapter concludes with a summary of the methods used in this study.

Development of Social Justice Behavior Scale

As noted in the literature, specific behaviors that educational leaders engage in to enact social justice within their schools lacked specificity and practical relevance (Furman, 2012). The Social Justice Behavior Scale (SJBS) was concerned with the actual behaviors that educational leaders engage in to effect social justice in their schools. The intention and goal of the SJBS was to quantitatively measure the behaviors of educational leaders to add to the current literature and provide a tool for future research. The creation of the SJBS took place through multiple phases.
Meta-Analysis

The first phase involved a meta-analysis of the literature to ground and inform the initial work of hypothesizing constructs and creating items. The meta-analysis was comprised of articles that were published from 2007 forward and produced empirical findings on the nature of social justice leadership. The initial database search resulted in approximately 50 articles that fit the time criteria. Those initial articles were reviewed for relevancy of subject matter and inclusion of empirical findings. The meta-analysis was based upon eighteen articles that included empirical findings on specific behaviors that principals engaged in to promote social justice.

I used a hybrid of in vivo and process coding to identify the behaviors that principals were actually enacting in support of social justice (Saldaña, 2013). In vivo coding was used to retain the essence of meaning and intentionality in word choice from each researcher’s text. I wanted to avoid adding my own analysis upon what was another individual’s interpretation in an attempt to limit my bias, prevent influencing my results, and to honor the original work. I then slightly modified the in vivo coding when necessary so that the final codes were indicative of a process. All codes were made to represent action words due to the focus of my research; thus, some of the in vivo codes needed to be slightly amended to maintain a consistent code written as a gerund.

I utilized the constant comparative method, a way to ensure that data and coding techniques continuously informed ongoing analysis so that final conclusions were robust and emergent. Following multiple iterations of coding, I arrived at 335 initial codes. Those 335 codes were analyzed, interpreted, and ordered to determine relationships and patterns (Charmaz, 2003; Glaser & Strauss, 1967). A code map with concordance (Appendix A & B) was built to visually present the data, create an audit trail, and aid in the inductive process of abstraction through
which categories and themes were developed (Anfara, Brown, & Mangione, 2002). Through an inductive process that ultimately reached data saturation, I arrived at 15 categories that composed three themes: Self-Focused, School Specific, and Community Minded.

The Self-Focused theme was concerned with behaviors that emanated within individuals including predispositions, perspectives, positionalities, systems of support, and attitudes towards social justice leadership that weren’t specifically linked to work done within the school or community. The categories that composed this theme were appreciating diversity, affirming cultural differences, reflecting critically, developing networks of support, and acknowledging and exploring power and privilege. Representative codes included “Developing reflective consciousness,” “Placing significant value on diversity, deeply learns about and understands that diversity, and extending cultural respect,” “Demonstrating moral courage and activism,” and “Possessing an asset-based orientation toward differences.”

The School Specific theme encompassed behaviors that would occur exclusively within the physical space of the school and aligned with the formal capacities and powers of a school principal. The categories that made up this theme included addressing social justice through school mechanisms, focusing on staff development, sharing leadership, communicating open and honestly, and dismantling barriers. Some of the codes that were included in this theme were: “Providing opportunities for teachers to come together and discuss best practices for addressing the needs of all students,” “Restructuring school programs into new designs to support their students’ learning and professional communities,” “Communicating purposefully and authentically,” and “Addressing staff when the vision of equitable schooling was not being achieved.”

Community Minded referred to principal behaviors that extended to the families and
communities that surrounded the schools. This theme moved beyond self-focused and school specific behaviors to include political action, community outreach, relationship building, and leveraging assets from the community to enrich the experiences of those within their schools. The categories I arrived at were engaging families and community members meaningfully, forging collaborative relationships, advocating beyond the school walls, building relationships, and leveraging community and cultural wealth. Codes that were used to construct those categories and the theme included: “Building family and community trust and rapport,” “Inviting the participation of voices that would otherwise be silenced or left behind,” “Incorporated community partnerships as a way to enhance the climate of belonging,” “Focusing on developing students’ talents and gifts to contribute to their community and society,” and “Developing their schools to be more community oriented.”

Immediately following the meta-analysis, survey items were developed and adapted that would be true to the spirit of each theme. When possible, I paralleled the description and verbiage found in the literature in the items to avoid adding my own bias and perspective into their wording. In other cases, codes were adapted or combined to approximate the original author’s intent as closely as possible. In total, 39 initial items were developed with 10 items for the Self-Focused theme, 18 for the School Specific theme, and 11 for the Community Minded theme. Item response options were based on frequency and ranged from 0 (Never) to 6 (Every time).

**Delphi Technique**

Following the literature review, creation of the first version of the SJBS, and IRB approval from the University of Tennessee, I distributed the instrument in accordance with the Delphi technique (Hsu & Sandford, 2007). The Delphi technique is an iterative process whereby
the initial versions of the scale-items undergo multiple rounds of feedback from an expert panel. I used a specific purposive sampling method known as expert sampling to assemble my delphi panel (Etikan, Musa, & Alkassim, 2016). Potential experts on the panel were identified based upon their expertise in the realm of school leadership and/or social justice. Additionally, I desired a panel made up primarily of practitioners that also included some scholars. I felt that the point of view of those in the field was extremely valuable to help guide this work. Once I identified potential panel members through my professional networks, a recruitment email was sent to the individuals. Per Rowe and Wright (2001), the preferable size for a Delphi expert panel is five to 20 experts. The final expert panel was comprised of six expert reviewers (two male and four female) who were educational leaders (four) or educational leadership scholars (two) with an interest in social justice leadership (refer to Table 1 for a list of each reviewer’s credentials).

Initially, each reviewer received an electronic link to a Qualtrics page that contained all of the potential items for the instrument. The reviewers were asked to qualitatively comment on each individual item for issues with readability, wording, clarity, content specificity, construct alignment, cultural appropriateness, researcher bias, and any other issue they may notice (Appendix C). The SJBS was revised based upon their initial feedback. Eleven items were altered following the first round of Delphi to improve clarity, better define the scope of the statement, and qualify terms.

Following the first round, the same reviewers were sent a link to the instrument where they rated the revised items on a Likert-type scale in regards to question quality (1 = Poor to 5 = Excellent) and commented on items if they had any suggestions or concerns. Items had to meet a mean cut-off score of 3.7 or higher (out of 5) to remain on the SJBS (Franklin & Hart, 2007). Following their quantitative scoring and qualitative feedback, scale items were retained/revised
Table 1

*Credentials of Expert Reviewers*

<table>
<thead>
<tr>
<th>Reviewer Demographics</th>
<th>Credentials of Reviewer</th>
</tr>
</thead>
<tbody>
<tr>
<td>45 year old African American Female</td>
<td>Second year as school principal at large, urban middle school. Over 20 years in the field of education.</td>
</tr>
<tr>
<td>47 year old White Female</td>
<td>Former school and district level administrator, current professor of leadership with a focus on leadership preparation and social justice leadership.</td>
</tr>
<tr>
<td>36 year old White Male</td>
<td>Current First Year School Principal of a school of 290 - Currently work at a very socioeconomically diverse school - Former Assistant Principal with 5 years experience - Earned a PhD in Educational Leadership and Policy Studies last year</td>
</tr>
<tr>
<td>47 year old Hispanic Female</td>
<td>I have been a teacher/administrator in (southwestern state) public schools for 23 years. I have always served in small, rural, Title 1 schools. My passion is for serving at-risk students and training teachers to work with at-risk students. Second Language Learners hold a special place in my heart.</td>
</tr>
<tr>
<td>36 year old White Male</td>
<td>School Administration for 6 years. Special education teacher for 5 years. Currently working toward a doctorate in educational leadership.</td>
</tr>
<tr>
<td>46 year old White Female</td>
<td>I have a school leader’s license but was never a school leader. After earning my doctorate in Educational Leadership and Policy Studies, I went straight to Higher Ed as a professor.</td>
</tr>
</tbody>
</table>
(38) or deleted (1; due to ambiguity). If there was mixed feedback on an item, I made the final determination whether it needed to be revised or kept as is. I took the totality of the comments and the mean average score for the item into consideration when making that final determination. This version of the SJBS was resent to the same expert panel members for a third round, which ended up being the final round, of ranking and commentary. Following this round, no items were revised or deleted based on feedback. These 38 items became the initial items used on the SJBS.

Other Measures

In addition to the SJBS, participants were administered the Social Justice Scale (SJS), the Social Justice – Barriers and Supports (SJ-BAS), and the Global Belief in a Just World Scale (GBJWS). After ensuring the public use status of scales or obtaining explicit permission from authors for their use, these three scales were administered in tandem with the SJBS. Additional scales were administered to provide convergent (SJS) and discriminant (GBJWS) validity.

Following a review of the literature, I chose the SJS as a way to provide convergent validity. The SJS measured all elements of Ajzen’s theory of planned behavior except the behavioral component. If Azjen’s theory holds true, the intentions construct of the SJS should positively correlate with the behaviors measured in the SJBS. By administering the SJS in tandem with the SJBS, I had the opportunity to collect data for future exploratory work using more advanced quantitative procedures.

Torres-Harding et al. (2012) originally created the SJS to measure individual’s “attitudes towards social justice and social justice related values, perceived self-efficacy around social justice efforts, social norms around social justice efforts, and intentions to engage in social justice related activities and behaviors” from a community psychology perspective (p. 80). Because the SJBS was specifically created to measure the social justice behaviors of educational
leaders, I slightly modified four of the SJS items to be more applicable to the population of interest (See Table 2). Due to the strong internal consistency of the SJS, it was hypothesized that these slight modifications would not affect the reliability or validity of the scale (Torres-Harding et al., 2012).

The Global Belief in a Just World Scale (GBJWS) was selected for inclusion in this study as a way to measure for discriminant validity. The GBJWS is widely used for this purpose and its relatively short length makes it an attractive addition to achieve this purpose. Lastly, the SJ-BAS was administered to collect data that provides an insight into the supports and barriers that principals face in their leadership for social justice. The SJ-BAS was chosen because it is a relatively new instrument that can provide an understanding of the factors principals encounter in their leadership for social justice. Any study of leadership should be situated within the context that it occurs. The data of the SJ-BAS provides contextual data as it relates to the principal’s perception of the environment in which their work takes place.

**Social Justice Scale (SJS).** (Torres-Harding et al., 2012). The SJS is a 24-item, four-subscale instrument used to measure an individual’s attitudes towards and, subsequent, intentions to enact social justice. The SJS exhibited strong internal consistency of each subscale: attitudes $\alpha = .95$, subjective norms $a = .82$, perceived behavioral control $\alpha = .84$, and intentions, $\alpha = .88$ (Torres-Harding et al., 2012). Example of items include: “I believe that it is important to make sure that all individuals and groups have a chance to speak and be heard, especially those from traditionally ignored or marginalized groups,” “Other people around me feel that it is important to engage in dialogue around social injustices,” and “In the future, I intend to work collaboratively with others so that they can define their own problems and build their own
<table>
<thead>
<tr>
<th>Original SJS Item</th>
<th>Modified SJS Item</th>
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<tbody>
<tr>
<td>If I choose to do so, I am capable of influencing others to promote fairness and equality</td>
<td>If I choose to do so, I am capable of influencing others to promote fairness and equity</td>
</tr>
<tr>
<td>I feel confident in my ability to talk to others about social injustices and the impact of social conditions on health and well-being</td>
<td>I feel confident in my ability to talk to others about social injustices and the impact of social conditions on educational issues</td>
</tr>
<tr>
<td>I am certain that if I try, I can have a positive impact on my community</td>
<td>I am certain that if I try, I can have a positive impact on my school</td>
</tr>
<tr>
<td>In the future, I intend to talk with others about social power inequalities, social injustices, and the impact of social forces on health and well-being</td>
<td>In the future, I intend to talk with others about social power inequalities, social injustices, and the impact of social forces on educational outcomes for marginalized groups</td>
</tr>
</tbody>
</table>
capacity to solve problems.” All items utilized a 7-point Likert type scale, with 1 = disagree strongly, 4 = neutral, and 7 = strongly agree.

**Social Justice – Barriers and Supports (SJ-BAS).** (Angelle & Flood, In Progress) This 18-item survey is an outgrowth of the qualitative work of the International School Leadership Development Network that provides insight into the supports and barriers that educational leaders encounter in their work for social justice. The instrument’s intent is to identify the relative ranking and importance of a set of factors that supported or hindered their work for social justice. The factors in the SJ-BAS derived from the analysis of seventeen qualitative interviews from countries around the world. Transcripts were coded and analyzed using an open-coding approach to answer the questions of what barriers and supports to social justice were prevalent. The emergent themes in the data became the relevant constructs of the SJ-BAS. The instrument provides descriptive data to enrich the findings of the other scales.

**Global Belief in a Just World Scale (GBJWS).** (Lipkus, 1991). This 7-item instrument measures the “belief in a just world... whereby people get what they deserve and deserve what they get” (Lipkus, 1991, p. 1173). Items were measured on a 6-point Likert scale (1 = strong disagreement; 6 = strong agreement) indicating their level of agreement with how applicable a statement was to themselves and others. The Alpha coefficients for the scale was α = .827. Examples of some of the items were “I feel that people get what they are entitled to have” and “I basically feel that the world is a fair place.”
<table>
<thead>
<tr>
<th>Measure</th>
<th>Acronym</th>
<th>Use in Study</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Justice Scale</td>
<td>SJS</td>
<td>Administered to study participants in tandem with the SJBS to establish convergent validity</td>
<td>Torres-Harding, Siers, and Olson (2012)</td>
</tr>
<tr>
<td>Social Justice- Behaviors and Supports Scale</td>
<td>SJ-BAS</td>
<td>Administered to study participants in tandem with the SJBS</td>
<td>Angelle and Flood (In Progress)</td>
</tr>
<tr>
<td>Global Belief in a Just World Scale</td>
<td>GBJWS</td>
<td>Administered to study participants in tandem with the SJBS to establish discriminant validity</td>
<td>Lipkus (1991)</td>
</tr>
</tbody>
</table>
Procedure

To address Research Question 1, a principal components analysis (PCA), similar to factor analysis, was conducted. Pett, Lackey, and Sullivan (2003) noted that factor analysis is “used to identify the interrelationships among a large set of observed variables” (p. 2). The basic premise of factor analysis deals with combining variables that are correlated with each other but distinct from other groups of variables into factors. Factors reflect the underlying processes that created the correlative relationships between the variables within each distinct grouping. Factor analysis is used to summarize patterns within data, as a reductive tool to aggregate a large number of variables into fewer factors, and to test theory (Field, 2013; Pett et al., 2003; Stevens, 2002; Tabachnick & Fidell, 2001). Factor analysis was specifically chosen because of its utility as a tool in the process of instrument development (Field, 2013; Pett et al., 2003; Stevens, 2002; Tabachnick & Fidell, 2001).

For this study, I specifically utilized principal components analysis (PCA). The goal of PCA “is to extract maximum variance from the data set with each component” (Tabachnick & Fidell, 2001, p. 640). Beavers et al. noted that PCA “serves as a means to accurately report and evaluate a large number of variables using fewer components, while still preserving the dimensions of the data” (2013, p. 5). PCA is different from other statistical analyses (regression, logistic regression, MANOVA, etc.) in that there is no way to test the solution. PCA is the preferred analytical approach for researchers whose primary goal is to reduce a large number of items to a small and manageable number of constructs (Field, 2013; Pett et al., 2003; Stevens, 2002; Tabachnick & Fidell, 2001). Tabachnick and Fidell (2001) noted that the goal of PCA is to answer and satisfy the following question: “What are the underlying processes that could have produced correlations among these variables?” (p. 614). Therefore, a “good” PCA is judged by
the extent that it makes sense of the data and provides a robust and accurate account of the variables that determine the factors.

Tabachnick and Fidell (2001) identified the steps of PCA as: “selecting and measuring a set of variables, preparing the correlation matrix, extracting a set of factors from the correlation matrix, determining the number of factors, (probably) rotating the factors to increase interpretability, and, finally, interpreting the results” (p. 613). The entire research design is visually illustrated in Figure 2.

**Sampling and Participant Recruitment**

This study was dependent on the participants being able to offer meaningful insight and information in relation to the research questions. Therefore, sampling and participant recruitment needed to be tailored to meet this end. Random sampling would not work because the study requires specific criteria of the participant. The participants needed to be principals in the United States. To this end, I used purposive sampling by targeting publicly available principal email lists to purposefully distribute the instrument via email (Appendix D). I was able to download principal email lists from 30 states. These email lists contained nearly 60,000 principal emails. However, not all of the emails were valid with over 5,000 bouncing back and, presumably, many going unnoticed into SPAM folders or being screened out by email filtering software making a determination of actual recipients hard to conclude. Additionally, approximately 400 principals opted out or requested to be removed. Of all surveys distributed, the instrument was viewed by 2,158 individuals, started by 1,555 respondents, and completed by 230 principals. The completion rate of those who started the survey was 14.79%.

I followed the *12 Steps of Data Cleaning* outlined by Morrow and Skolits (2014) to clean the data prior to further use. First, I created a codebook that included all of the variable names,
Figure 2. Visual illustration of research design.
labels, and pertinent information. Second, I created an analysis plan to document each analysis, the syntax for that analysis, and qualitative descriptions of the process. The third step involved a visual inspection of the data using histograms to check for errors and extreme values. The fourth step I undertook was to check for coding mistakes. Next, I created composite variables for the SJBS, SJS, and GBJWS scale items per the recommendations of their creators. In steps six, seven, and eight, I rechecked frequencies and descriptive statistics checked data distributions, searched for outliers, and assessed for normality. I checked for missing data and made the decision to move forward with my complete dataset because no variable had more than 5% missing. Following that, I checked sample size and rechecked frequencies/descriptive statistics. The last step, assumption testing, was done in tandem with the analyses and will be discussed in chapter four.

**Summary of the Chapter**

In this study, the Social Justice Behavior Scale will be developed and validated. I will employ the Delphi Technique to ensure the items of the SJBS and the instrument, as a whole, were robust, clear, logical, and informed by experts prior to its administration. The SJBS will be administered to public school principals in the United States. Following its administration, the researcher will utilize principal components analysis to examine the underlying structure of the data, modify the SJBS if necessary, and validate the SJBS as a research instrument. Results of the PCA including factor solution and validity statistics will be discussed in the next chapter.
CHAPTER 4

RESULTS

The purpose of the current study is to develop a scale that measures the social justice behaviors of educational leaders. Principal Components Analysis is the primary method of analysis used for this purpose. Chapter 4 begins with the demographics of the sample and the rationale behind using PCA. Statistics including factor loadings, explained variance, and component correlations will be presented for a four- and three-component solution. Lastly, reliability and validity statistics will be presented.

Demographics

In total, 230 principals finished the online survey (Appendix E). Of those 230 responses, three individuals were deleted due to their nonresponse on the final question of the instrument. The final dataset consisted of 227 principals from 27 states (Appendices F-P). Generally speaking, the dataset tended to be more ethnically diverse, female, and educated than the available, nationally representative data on the 2011-2012 cohort of public school principals (Hill, Ottem, & DeRoche, 2016). The majority of the principals were White (72.69%), female (58.1%), held a Master’s degree (51.5%), and served as principals at suburban schools (37.9%). Over forty-two percent (42.7%) of the sample were between the ages of 45 and 54. Two thirds of the sample (n = 152) considered themselves to be a social justice leader. Twenty-seven states are represented in the dataset with California (50), Tennessee (28), and Texas (21) having the highest numbers of respondents (Figure 3). It’s important to note that this information is simply used to explain where the sample participants came from and not that the participants are in anyway representative of their states as a whole.
Principal Components Analysis

The primary analysis of this study was a PCA using an oblimin rotation on the initial 38 items of the SJBS. This statistical technique was selected for the purpose of determining how many reliable and interpretable factors are in the dataset and reducing the large number of items to create a more parsimonious and effective way to measure the constructs of interest. An oblique rotation was chosen because of the correlation between items intimated in the literature and demonstrated within the analysis. To this end, I used information derived from multiple sources, including the scree plot, eigenvalues, item factor loadings, reliability statistics, and general factor interpretability to inform decisions and arrive at the factor solution. Given that information both a four- and three-factor solution were evaluated.

Assumptions of a PCA that must be met include sample size considerations, sampling adequacy, and sphericity. The sample size of 227 is considered fair by Comrey and Lee (1992),
but was mitigated by following the recommendation of Stevens (2002) to increase the critical value for factor loadings to .364 for a sample of 200.

The Kaiser-Meyer-Olkin measure of sampling adequacy of the initial 38 items was .908. The KMO for the four-component solution was .906. For the three-component solution, the KMO was .916. All of those results were considered “marvelous” per the guidelines set forth by Beavers et al. (2013). Additionally, Bartlett’s test of sphericity was significant for the initial set of items \( \chi^2 (703) = 5,566.88, p < .001 \), for the four-component solution \( \chi^2 (325) = 3,618.39, p < .001 \), and for the three-component solution \( \chi^2 (253) = 3,163.48, p < .001 \) denoting the absence of an identity matrix and the appropriateness of utilizing PCA (Pett et al., 2003).

PCA is an iterative process requiring several researcher-based decisions rather than a standardized solution in the form of a test statistic or concrete value. I followed the suggestion of Stevens (2002) of using .364 as the minimum factor loading for an item to be retained. Additionally, items that cross loaded, that is loaded onto two or more constructs at .364 or more, were deleted if the absolute value of the difference in loadings was less than the absolute value of .20. Following item deletion for each round, a follow up PCA was conducted using the same guidelines until a final solution was determined. If a component had less than three items load onto it, those items were deleted prior to arriving at the final solution. The descriptive statistics and initial loadings of the items can be found in Table 4 and 5.
<table>
<thead>
<tr>
<th>Item</th>
<th>n</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>I actively work to understand my own bias so I can better counteract inequity within my school.</td>
<td>227</td>
<td>5.48</td>
<td>1.21</td>
</tr>
<tr>
<td>I extend cultural respect to individuals from diverse backgrounds.</td>
<td>227</td>
<td>6.38</td>
<td>.87</td>
</tr>
<tr>
<td>I engage in self-reflective, critical, and collaborative work relationships.</td>
<td>227</td>
<td>6.04</td>
<td>1.00</td>
</tr>
<tr>
<td>I work to develop a reflective consciousness.</td>
<td>226</td>
<td>5.95</td>
<td>1.07</td>
</tr>
<tr>
<td>I continuously reflect to avoid making unjust decisions.</td>
<td>226</td>
<td>6.12</td>
<td>1.03</td>
</tr>
<tr>
<td>I am transparent about my practice as a school leader.</td>
<td>225</td>
<td>6.30</td>
<td>.87</td>
</tr>
<tr>
<td>I acknowledge my ability to decide which students have access to resources.</td>
<td>225</td>
<td>5.88</td>
<td>1.36</td>
</tr>
<tr>
<td>I acknowledge that privilege operates on many levels and provides benefits to members of dominant groups</td>
<td>225</td>
<td>5.56</td>
<td>1.67</td>
</tr>
<tr>
<td>I consciously account for and resist my personal biases.</td>
<td>227</td>
<td>5.89</td>
<td>1.04</td>
</tr>
<tr>
<td>I demonstrate moral courage.</td>
<td>226</td>
<td>6.23</td>
<td>.84</td>
</tr>
<tr>
<td>I empower marginalized student groups through collaborative strategies.</td>
<td>226</td>
<td>5.49</td>
<td>1.13</td>
</tr>
<tr>
<td>I nurture socially conscientious teacher-leaders.</td>
<td>227</td>
<td>5.73</td>
<td>1.19</td>
</tr>
<tr>
<td>I pose solutions to structural injustices in education.</td>
<td>226</td>
<td>5.33</td>
<td>1.27</td>
</tr>
<tr>
<td>I enact a vision for my school focused on equity.</td>
<td>227</td>
<td>6.15</td>
<td>1.07</td>
</tr>
<tr>
<td>I create a climate of belonging for all students.</td>
<td>227</td>
<td>6.41</td>
<td>.80</td>
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<tr>
<td>I provide students with greater access to their culture.</td>
<td>226</td>
<td>5.12</td>
<td>1.29</td>
</tr>
<tr>
<td>I dismantle barriers that hinder the practice of social justice in my school.</td>
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<td>5.60</td>
<td>1.19</td>
</tr>
<tr>
<td>I embed professional development in collaborative structures.</td>
<td>225</td>
<td>5.76</td>
<td>1.16</td>
</tr>
<tr>
<td>I contextualize professional development in a way that tries to make sense of race, ethnicity, class, gender, sexuality, and disability.</td>
<td>223</td>
<td>5.30</td>
<td>1.33</td>
</tr>
<tr>
<td>I address deficit perspectives that staff members have of certain student groups.</td>
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<td>5.59</td>
<td>1.23</td>
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<tr>
<td>Item</td>
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<td>Std. Deviation</td>
</tr>
<tr>
<td>---------------------------------------------------------------------</td>
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<tr>
<td>I provide equitable access to learning for all students.</td>
<td>227</td>
<td>6.28</td>
<td>.76</td>
</tr>
<tr>
<td>I provide equitable learning opportunities for all students.</td>
<td>227</td>
<td>6.27</td>
<td>.83</td>
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<tr>
<td>I participate in political and policy-related advocacy work on behalf of marginalized student groups.</td>
<td>227</td>
<td>4.19</td>
<td>1.93</td>
</tr>
<tr>
<td>I model the value of providing equitable access to our students.</td>
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<td>6.25</td>
<td>.96</td>
</tr>
<tr>
<td>I model the value of providing equitable opportunities to our students.</td>
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<tr>
<td>I ensure that the teachers are mindful of both the academic and social issues that students face.</td>
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<td>6.11</td>
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<tr>
<td>I prepare students to confront the challenges that face historically marginalized communities.</td>
<td>226</td>
<td>5.25</td>
<td>1.37</td>
</tr>
<tr>
<td>I build trust with the community.</td>
<td>227</td>
<td>6.06</td>
<td>.94</td>
</tr>
<tr>
<td>I engage in community organizing work.</td>
<td>227</td>
<td>4.74</td>
<td>1.78</td>
</tr>
<tr>
<td>I engage in community advocacy work.</td>
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<td>1.77</td>
</tr>
<tr>
<td>I learn about the lived experiences of marginalized individuals within my school’s community.</td>
<td>227</td>
<td>5.33</td>
<td>1.30</td>
</tr>
<tr>
<td>I enhance collaboration with stakeholders.</td>
<td>226</td>
<td>5.64</td>
<td>1.10</td>
</tr>
<tr>
<td>I ensure that schooling reflects the community’s culture and values.</td>
<td>224</td>
<td>5.65</td>
<td>1.16</td>
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<tr>
<td>I raise awareness to advance the school communities’ levels of understanding about social inequities.</td>
<td>226</td>
<td>4.96</td>
<td>1.57</td>
</tr>
<tr>
<td>I utilize parent networks to strategically recruit teachers, parents, and other community leaders wit</td>
<td>226</td>
<td>4.09</td>
<td>1.65</td>
</tr>
<tr>
<td>I act as a catalyst for advocacy work within the community.</td>
<td>224</td>
<td>4.10</td>
<td>1.82</td>
</tr>
<tr>
<td>I access community cultural wealth to benefit my school.</td>
<td>227</td>
<td>4.54</td>
<td>1.64</td>
</tr>
<tr>
<td>I encourage staff members to view the school through the eyes of the students and communities that they serve.</td>
<td>227</td>
<td>5.89</td>
<td>1.16</td>
</tr>
</tbody>
</table>
Table 5

*Initial Factor Loadings for SJBS Items*

<table>
<thead>
<tr>
<th>Item</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
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</thead>
<tbody>
<tr>
<td>I provide students with greater access to their culture.</td>
<td>0.87</td>
<td>-</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>I dismantle barriers that hinder the practice of social justice in my school.</td>
<td>0.71</td>
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<td>-</td>
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<tr>
<td>I pose solutions to structural injustices in education.</td>
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<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>I embed professional development in collaborative structures.</td>
<td>0.66</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I enact a vision for my school focused on equity.</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I contextualize professional development in a way that tries to make sense of race, ethnicity, class, gender, sexuality, and disability.</td>
<td>0.51</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>I empower marginalized student groups through collaborative strategies.</td>
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<td>-</td>
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<tr>
<td>I prepare students to confront the challenges that face historically marginalized communities.</td>
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<td>-</td>
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<tr>
<td>I ensure that the teachers are mindful of both the academic and social issues that students face.</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.39</td>
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<tr>
<td>I nurture socially conscientious teacher-leaders.</td>
<td>0.39</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I learn about the lived experiences of marginalized individuals within my school’s community.</td>
<td>0.37</td>
<td>-</td>
<td>-</td>
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<td>-</td>
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</tr>
<tr>
<td>I engage in community advocacy work.</td>
<td>-</td>
<td>-0.85</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I act as a catalyst for advocacy work within the community.</td>
<td>-</td>
<td>-0.84</td>
<td>-</td>
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<tr>
<td>I engage in community organizing work.</td>
<td>-</td>
<td>-0.79</td>
<td>-</td>
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Table 5 Continued

<table>
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<th>Item</th>
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<th>4</th>
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<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>I utilize parent networks to strategically recruit teachers,</td>
<td>-</td>
<td>0.76</td>
<td>-</td>
<td>-</td>
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<td>-</td>
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<tr>
<td>parents, and other community leaders with social justice agendas.</td>
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<td></td>
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<tr>
<td>I participate in political and policy-related advocacy work on</td>
<td>-</td>
<td>-0.73</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>behalf of marginalized student groups.</td>
<td></td>
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</tr>
<tr>
<td>I access community cultural wealth to benefit my school.</td>
<td>-</td>
<td>-0.63</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>I raise awareness to advance the school communities’ levels of</td>
<td>-</td>
<td>-0.61</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>understanding about social inequities.</td>
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</tr>
<tr>
<td>I ensure that schooling reflects the community’s culture and</td>
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<td>0.80</td>
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<td>-</td>
<td>-</td>
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<td></td>
</tr>
<tr>
<td>I enhance collaboration with stakeholders.</td>
<td>-</td>
<td>-0.40</td>
<td>0.65</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I build trust with the community.</td>
<td>-</td>
<td>-</td>
<td>0.61</td>
<td>-</td>
<td>-</td>
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<td>-</td>
</tr>
<tr>
<td>I encourage staff members to view the school through the eyes of</td>
<td>-</td>
<td>-</td>
<td>0.50</td>
<td>0.41</td>
<td>-</td>
<td>0.37</td>
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</tr>
<tr>
<td>the students and communities that they serve.</td>
<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>I actively work to understand my own bias so I can better</td>
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<td>-</td>
<td>-</td>
<td>0.81</td>
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<tr>
<td>counteract inequity within my school.</td>
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<td></td>
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</tr>
<tr>
<td>I work to develop a reflective consciousness.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.73</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I continuously reflect to avoid making unjust decisions.</td>
<td>-</td>
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<td>-</td>
<td>-</td>
<td>0.72</td>
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<td>I extend cultural respect to individuals from diverse backgrounds.</td>
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<td>0.68</td>
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</tr>
<tr>
<td>I engage in self-reflective, critical, and collaborative work</td>
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<td>0.66</td>
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</tr>
<tr>
<td>I am transparent about my practice as a school leader.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.64</td>
<td>-</td>
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<tr>
<td>I consciously account for and resist my personal biases.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.57</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Item</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<tr>
<td>----------------------------------------------------------------------</td>
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</tr>
<tr>
<td>I address deficit perspectives that staff members have of certain</td>
<td>-</td>
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<td>-</td>
<td>0.43</td>
<td>-</td>
<td>-</td>
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<tr>
<td>student groups.</td>
<td></td>
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<tr>
<td>I acknowledge my ability to decide which students have access to</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.85</td>
<td>-</td>
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<tr>
<td>resources.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>I acknowledge that privilege operates on many levels and provides</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.70</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>benefits to members of dominant groups at the expense of</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>marginalized groups.</td>
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<tr>
<td>I model the value of providing equitable opportunities to our</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.85</td>
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<td>students.</td>
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</tr>
<tr>
<td>I model the value of providing equitable access to our students.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.83</td>
<td>-</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I provide equitable learning opportunities for all students.</td>
<td>-</td>
<td>-</td>
<td>0.42</td>
<td>-</td>
<td>-</td>
<td>0.66</td>
<td>-</td>
</tr>
<tr>
<td>I provide equitable access to learning for all students.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.65</td>
<td>-</td>
</tr>
<tr>
<td>I demonstrate moral courage.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-0.38</td>
</tr>
<tr>
<td>I create a climate of belonging for all students.</td>
<td>0.37</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-0.37</td>
</tr>
</tbody>
</table>

This table represents the initial principal components analysis with all 38 preliminary items. Oblimin Rotation used. All loadings < .364 are suppressed. The Kaiser-Meyer-Olkin measure of sampling adequacy in this sample was .908 with 68.195% of the variance explained.
Four-Factor Solution

The four-factor solution was composed of 26 items and accounted for 64.56% of the total variance. The first component was composed of nine items. Seven of those nine items had loadings greater than .60. I qualitatively labeled the first component School Specific as the items all came from that theme from the meta-analysis. The School-Specific construct explained 39.28% of total variance.

The second component was primarily composed of six items from the Community Minded theme and one item from the School Specific theme. However, all of the items commented on the idea of community so I retained the Community Minded label for the grouping. All seven of those items loaded higher than the absolute value of .60. This component explained 12.58% of the total variance.

The third component was made up of two items from the School Specific theme and one from the Self-Focused theme. The three items all loaded higher than .60 upon the construct. I labeled the component Equity Perspective. The component explained 7.11% of the total variance.

The last component was made up of seven items from the Self-Focused theme. This component retained the Self-Focused label and six of the items loaded greater than .60. The Self-Focused component accounted for 5.59% of the total variance. The factor loadings for the Four-Component solution can be seen in Table 6. The component correlations of the Four-Component solution can be seen in Table 7.
Table 6

**SJBS Items Factor Loadings for Four-Component Solution**

<table>
<thead>
<tr>
<th>Item</th>
<th>Factor 1</th>
<th>Factor 2</th>
<th>Factor 3</th>
<th>Factor 4</th>
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</thead>
<tbody>
<tr>
<td>I pose solutions to structural injustices in education.</td>
<td>0.81</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I dismantle barriers that hinder the practice of social justice in my school.</td>
<td>0.78</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I provide students with greater access to their culture.</td>
<td>0.78</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I empower marginalized student groups through collaborative strategies.</td>
<td>0.76</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I nurture socially conscientious teacher-leaders.</td>
<td>0.74</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I enact a vision for my school focused on equity.</td>
<td>0.73</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I prepare students to confront the challenges that face historically marginalized communities.</td>
<td>0.63</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I contextualize professional development in a way that tries to make sense of race, ethnicity, class, gender, sexuality, and disability.</td>
<td>0.55</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I embed professional development in collaborative structures.</td>
<td>0.47</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I engage in community advocacy work.</td>
<td>-</td>
<td>-0.91</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I act as a catalyst for advocacy work within the community.</td>
<td>-</td>
<td>-0.87</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I engage in community organizing work.</td>
<td>-</td>
<td>-0.82</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I utilize parent networks to strategically recruit teachers, parents, and other community leaders with social justice agendas.</td>
<td>-</td>
<td>-0.78</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I access community cultural wealth to benefit my school.</td>
<td>-</td>
<td>-0.73</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I participate in political and policy-related advocacy work on behalf of marginalized student groups.</td>
<td>-</td>
<td>-0.66</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I raise awareness to advance the school communities’ levels of understanding about social inequities.</td>
<td>-</td>
<td>-0.63</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I provide equitable access to learning for all students.</td>
<td>-</td>
<td>-</td>
<td>0.89</td>
<td>-</td>
</tr>
<tr>
<td>I provide equitable learning opportunities for all students.</td>
<td>-</td>
<td>-</td>
<td>0.87</td>
<td>-</td>
</tr>
<tr>
<td>I demonstrate moral courage.</td>
<td>-</td>
<td>-</td>
<td>0.63</td>
<td>-</td>
</tr>
<tr>
<td>I actively work to understand my own bias so I can better counteract inequity within my school.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.78</td>
</tr>
<tr>
<td>I continuously reflect to avoid making unjust decisions.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.77</td>
</tr>
<tr>
<td>I engage in self-reflective, critical, and collaborative work relationships.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.73</td>
</tr>
<tr>
<td>I work to develop a reflective consciousness.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.69</td>
</tr>
<tr>
<td>I am transparent about my practice as a school leader.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.69</td>
</tr>
<tr>
<td>I consciously account for and resist my personal biases.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.64</td>
</tr>
<tr>
<td>I extend cultural respect to individuals from diverse backgrounds.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.60</td>
</tr>
</tbody>
</table>

Rotation Method: Oblimin with Kaiser Normalization. 64.561% of Variance Explained.
Table 7

SJBS Four-Component Solution Correlation Matrix

<table>
<thead>
<tr>
<th>Component</th>
<th>School Specific</th>
<th>Community Minded</th>
<th>Equity Perspective</th>
<th>Self-Focused</th>
</tr>
</thead>
<tbody>
<tr>
<td>School Specific</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Community Minded</td>
<td>-0.46</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Equity</td>
<td>0.23</td>
<td>-0.11</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Self-Focused</td>
<td>0.52</td>
<td>-0.21</td>
<td>0.26</td>
<td>1.00</td>
</tr>
</tbody>
</table>

Extraction Method: Principal Component Analysis.

Three-Component Solution

In addition to the four-component solution, a three-component solution was investigated. Part of the reasoning for this choice was the initial scree plot. The other part of the reasoning for this choice was the conceptual disconnect between items in the Equity Perspective component. Sometimes items can load together that don’t conceptually fit together. In these cases, the researcher has to make a determination on whether to retain or eliminate the component.

Following the deletion of the Equity Perspective component, the three-component, 23 item solution accounted for 62.16% of the total variance (Table 8). The School Specific component was still composed of nine items. Seven of those nine items had loadings greater than .60. The School Specific construct explained 42.35% of total variance. The Community Minded component still had seven items, all of which loaded higher than the absolute value of .60 on the component. This component explained 13.55% of the total variance. The Self-Focused component still had seven items. All seven of the items loaded greater than .60. The Self-Focused component accounted for 6.26% of the total variance. The component correlations of the Three-Component solution can be seen in Table 9.
<table>
<thead>
<tr>
<th>Item</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>I pose solutions to structural injustices in education.</td>
<td>0.82</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I provide students with greater access to their culture.</td>
<td>0.81</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I dismantle barriers that hinder the practice of social justice in my school.</td>
<td>0.80</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I empower marginalized student groups through collaborative strategies.</td>
<td>0.78</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I nurture socially conscientious teacher-leaders.</td>
<td>0.74</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I enact a vision for my school focused on equity.</td>
<td>0.74</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I prepare students to confront the challenges that face historically marginalized communities.</td>
<td>0.64</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I contextualize professional development in a way that tries to make sense of race, ethnicity, class, gender, sexuality, and disability.</td>
<td>0.53</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I embed professional development in collaborative structures.</td>
<td>0.50</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I engage in community advocacy work.</td>
<td>-</td>
<td>-0.91</td>
<td>-</td>
</tr>
<tr>
<td>I act as a catalyst for advocacy work within the community.</td>
<td>-</td>
<td>-0.88</td>
<td>-</td>
</tr>
<tr>
<td>I engage in community organizing work.</td>
<td>-</td>
<td>-0.81</td>
<td>-</td>
</tr>
<tr>
<td>I utilize parent networks to strategically recruit teachers, parents, and other community leaders with social justice agendas.</td>
<td>-</td>
<td>-0.79</td>
<td>-</td>
</tr>
<tr>
<td>I access community cultural wealth to benefit my school.</td>
<td>-</td>
<td>-0.74</td>
<td>-</td>
</tr>
<tr>
<td>I participate in political and policy-related advocacy work on behalf of marginalized student groups.</td>
<td>-</td>
<td>-0.66</td>
<td>-</td>
</tr>
<tr>
<td>I raise awareness to advance the school communities’ levels of understanding about social inequities.</td>
<td>-</td>
<td>-0.64</td>
<td>-</td>
</tr>
<tr>
<td>I continuously reflect to avoid making unjust decisions.</td>
<td>-</td>
<td>-</td>
<td>0.77</td>
</tr>
<tr>
<td>I engage in self-reflective, critical, and collaborative work relationships.</td>
<td>-</td>
<td>-</td>
<td>0.76</td>
</tr>
<tr>
<td>I actively work to understand my own bias so I can better counteract inequity within my school.</td>
<td>-</td>
<td>-</td>
<td>0.75</td>
</tr>
<tr>
<td>I am transparent about my practice as a school leader.</td>
<td>-</td>
<td>-</td>
<td>0.75</td>
</tr>
<tr>
<td>I consciously account for and resist my personal biases.</td>
<td>-</td>
<td>-</td>
<td>0.71</td>
</tr>
<tr>
<td>I work to develop a reflective consciousness.</td>
<td>-</td>
<td>-</td>
<td>0.65</td>
</tr>
<tr>
<td>I extend cultural respect to individuals from diverse backgrounds.</td>
<td>-</td>
<td>-</td>
<td>0.62</td>
</tr>
</tbody>
</table>

Rotation Method: Oblimin with Kaiser Normalization. 62.155% of Variance Explained.
Table 9

SJBS Three-Component Solution Correlation Matrix

<table>
<thead>
<tr>
<th>Component</th>
<th>School Specific</th>
<th>Community Minded</th>
<th>Self-Focused</th>
</tr>
</thead>
<tbody>
<tr>
<td>School Specific</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Community Minded</td>
<td>-0.48</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Self-Focused</td>
<td>0.54</td>
<td>-0.22</td>
<td>1.00</td>
</tr>
</tbody>
</table>

Extraction Method: Principal Component Analysis.

Selection of the Three-Component Solution

In choosing between whether to retain the Four-Component or Three-Component solution, the choice came down to whether to keep or remove the Equity Focused component. The following sections will detail my reason for removing the Equity Focused component from the final solution.

When interpreting components, one must consider statistical and non-statistical criteria (Pett et al., 2003). The researcher must also account for the theorized relationship between items, conceptual meaning of the components, and overall parsimony of the final solution.

Given that, it does become easier to qualitatively analyze, interpret, and assign a label that approximates what that component represents when one has: a large number of items that possess related characteristics and high loadings (Comrey & Lee, 1992). The School Specific (9 items), Community Minded (7 items), and Self-Focused (7 items) components all had at least seven items that loaded at greater than .60. While the items that loaded on to the Equity Perspective component did so at > .60, the component was only comprised of 3 items.

Moreover, the items for the components in the Three-Component solution appeared to be conceptually related around the component names. This was most apparent by the hypothesized
items loading on their hypothesized component with like items, but also in the language of the items themselves. In contrast, the Equity Perspective items were: I provide equitable access to learning for all students, I provide equitable learning opportunities for all students, and I demonstrate moral courage. While the first two seem to have an obvious relationship tied to equity and learning, the connection to demonstrating moral courage seem conceptually disconnected.

Other factors I assessed included the relationship between behavioral intentions and behavior as theorized in the TPB (Table 10). Equity Perspective was the only SJBS component to not have a statistically significant positive relationship with the SJS Behavioral Intentions subscale. The Equity Perspective component was also the only component to have a positive relationship with the GBJWS. In additional support of a Three-Component SJBS, the correlation between the SJS Behavioral Intentions subscale and the SJBS increased from .48 to .56 with the removal of the Equity Perspective component. Lastly, the Equity Perspective component was the

Table 10

<table>
<thead>
<tr>
<th>Correlations Between SJBS Solutions and SJS Subscales</th>
<th>Three- Component SJBS</th>
<th>Four- Component SJBS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Three-Component SJBS</td>
<td>1</td>
<td>.98**</td>
</tr>
<tr>
<td>Four-Component SJBS</td>
<td>.98**</td>
<td>1</td>
</tr>
<tr>
<td>Attitudes (SJS)</td>
<td>.49**</td>
<td>.43**</td>
</tr>
<tr>
<td>PBC (SJS)</td>
<td>.32**</td>
<td>.34**</td>
</tr>
<tr>
<td>Subj Norms (SJS)</td>
<td>.44**</td>
<td>.39**</td>
</tr>
<tr>
<td>Behavioral Intentions (SJS)</td>
<td>.56**</td>
<td>.48**</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).
only component that did not differentiate between individuals who self-identified as social
justice leaders and those who did not in a statistically significant manner. This evidence lends
support to the notion that the component may be a byproduct of items loading together randomly
rather than conceptually related items loading together due to their nature.

Due to the aforementioned evidence and reasoning, I removed the Equity Perspective
component from the final solution and chose the Three-Component solution as the final SJBS.
The final SJBS included 23 items whose creation and wording was directly derived, influenced,
and informed by the literature (Appendix Q). In the following section, I will answer my second
and third research questions by providing the validity and reliability statistics for the SJBS.

Reliability

Cronbach’s Alpha was used to determine the reliability of each subscale and the Three-
Component solution. Gliem and Gliem (2003) noted that “Cronbach’s alpha is a test reliability
technique that requires only a single test administration to provide a unique estimate of the
reliability for a given test. Cronbach’s alpha is the average value of the reliability coefficients
one would obtained for all possible combinations of items when split into two half-tests (p.84).”

The reliability of the three subscales ranged from .872 to .916 (Table 11). These values
were considered to be good (> .8) to excellent (> .9) per the guidelines set forth by George and
Mallery (2003). The reliability of the Three-Component solution was .933 demonstrating
excellent internal consistency. Supplying further evidence to the reliability of the majority of the
factors was Guadagnoli and Velicer’s (1988) perspective that components with four or more
loadings above .60 in absolute value were reliable regardless of sample size. All of the
components exceeded that criteria by having at least seven items that loaded above .60.
Table 11

| Reliability Statistics for Three- and Four-Component Solutions and Subscales |
|---------------------------------|------------------|
| Number of Items | Cronbach’s Alpha |
| Three-Component Solution | 23 | .933 |
| Four-Component Solution | 26 | .933 |
| School Specific Subscale | 9 | .914 |
| Equity Perspective Subscale | 3 | .809 |
| Community Minded Subscale | 7 | .916 |
| Self-Focused Subscale | 7 | .872 |

Validity

Convergent validity refers to the extent of which two scales, instruments, or constructs that are hypothesized to have a relationship end up displaying the theorized relationship (Campbell & Fiske, 1959). Divergent validity is similar but refers to the lack of a relationship with a construct that is hypothesized to be unrelated (Holton III, Bates, Bookter, & Yamkovenko, 2007).

Convergent Validity

Correlations between the SJBS subscales and each of the SJS subscales were calculated to measure for convergent validity. The scores for the items in each component were first averaged to create a composite score for the component. I chose to average the scores rather than sum them so that the composite scores could be understood against the original Likert-type ranking scale. This would more easily allow for comparisons across components despite the difference in numbers of items on components (Appendix R). The correlations between the Self-
Focused, School Specific, and Community Minded subscales and all of the SJS subscales ranged between .26 - .55 and were statistically significant at the p < .01 level (Table 12). The values primarily demonstrated a moderate positive relationship (falling within the range of .40 - .59) between the components of the SJBS and the subscales of the SJS (Evans, 1996). Of particular importance is Ajzen’s (2012) perspective that even when the measures for behaviors are carefully constructed the correlations between behaviors and intentions rarely exceed .80 due to theoretical limitations. The percentage of variance explained by the linear relationship between the SJBS Components and SJS Subscales ($r^2$) ranged from .063 to .301 (Appendix S).

**Divergent Validity**

Correlations between the SJBS subscales and the GBJWS were analyzed to assess for divergent validity. The Self-Focused Component ($r=-.19$, $r^2=.036$), School Specific ($r=-.23$, $r^2=.063$) and Community Minded ($r=-.34$, $r^2=.116$) subscales of the SJBS were compared with the subscales of the SJS (Table 12).

Table 12

<table>
<thead>
<tr>
<th>SJBS Self-Focused</th>
<th>SJBS School Specific</th>
<th>SJBS Comm Minded</th>
<th>Attitudes (SJS)</th>
<th>PBC (SJS)</th>
<th>Subj Norms (SJS)</th>
<th>Behavioral Intentions (SJS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.63**</td>
<td>.34**</td>
<td>.41**</td>
<td>.36**</td>
<td>.25**</td>
<td>.37**</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>.60**</td>
<td>.48**</td>
<td>.32**</td>
<td>.42**</td>
<td>.55**</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1</td>
<td>.35**</td>
<td>.26**</td>
<td>.40**</td>
<td>.43**</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td>.47**</td>
<td>.40**</td>
<td>.73**</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.45**</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.57**</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.05 level (2-tailed).
* Correlation is significant at the 0.01 level (2-tailed).
$r^2 = .053$, and Community Minded Component ($r = -.05, r^2 = .003$) all displayed negative relationships. The Self-Focused and School Specific Component correlations were statistically significant at the $p < .05$ level. The Community Minded component was not statistically significant. However, the statistically significant values indicated weak to very weak negative relationships between the SJBS components and the GBJWS (Evans, 1996).

**Demographic Variables/ Group Differences**

Finally, I tested for group differences among the sample participants using a series of one-way between subjects ANOVAS. I did not expect any differences on SJBS scores due to these categorical variables. If there were any, I would have had concerns that the SJBS might be biased for membership in one of these groups. There were no statistically significant mean differences based upon age [$F (5, 207) = 1.379, p < .282$], gender [$F (2,209) = 1.503, p < .225$], highest degree completed [$F (3,207) = .308, p < .820$], and school urbanicity [$F (2, 210) = 1.399, p < .249$].

I also checked for differences on SJBS scores and those that did and did not self-identify as social justice leader in hopes that the SJBS showed promise in differentiating between the two groups. Logically, it makes sense that those that self-identified as social justice leader would demonstrate a proclivity to engage in social justice behaviors at a higher frequency than those that did not. There were statistically significant differences on SJBS scores between individuals who did and did not self-identify as social justice leaders on the three-component solution [$F (1, 212) = 22.15, p < .000$]. There were also statistically significant differences between individuals who did and did not self-identify as social justice leaders (Table 13) on the Community Minded [$F (1, 222) = 24.12, p < .000$], School Specific [$F (1, 217) = 21.85, p < .000$], and Self-Focused [$F (1, 222) = 5.46, p < .020$] components.
### Table 13

**Average Scores by SJBS Component**

<table>
<thead>
<tr>
<th>Social Justice Leader?</th>
<th>n</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Std. Error</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Minded**</td>
<td></td>
<td>Yes</td>
<td>3.75</td>
<td>1.34</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No</td>
<td>2.80</td>
<td>1.39</td>
</tr>
<tr>
<td>School Specific**</td>
<td></td>
<td>Yes</td>
<td>4.73</td>
<td>.75</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No</td>
<td>4.13</td>
<td>1.15</td>
</tr>
<tr>
<td>Self-Focused*</td>
<td></td>
<td>Yes</td>
<td>5.11</td>
<td>.62</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No</td>
<td>4.86</td>
<td>.98</td>
</tr>
</tbody>
</table>

** Group difference is significant at the 0.01 level (2-tailed).
* Group difference is significant at the 0.05 level (2-tailed).

### Summary

Chapter Four outlined the results from the various statistical procedures run on the dataset. A Four-Component and Three-Component Solution were both computed and analyzed. Reasons for the selection of the Three-Component Solution were provided. In addition, reliability, validity, correlative, and group mean statistics were computed and analyzed. In Chapter Five, I will discuss my findings, their implications, and make recommendations for future research.
CHAPTER 5

DISCUSSION

The final chapter of the study provides discussion regarding the three components of the SJBS. The findings of negative factor loadings and negative component correlations will also be addressed. Lastly, the theoretical implications, practical implication, limitations, and future directions for this study will be discussed.

The Three Components of the SJBS

The final solution for the SJBS is composed of three components. In this section, I will describe each component. Specific examples of behaviors for the component and its importance in the literature will be noted.

School Specific

The School Specific component encapsulated those social justice behaviors aimed at addressing issues of social justice within the schools themselves. As schools continue to have a growing number of students from traditionally underserved and marginalized groups, school leaders need to actively develop ways to provide equitable educational opportunities within these challenging and dynamic contexts (Jean-Marie, 2008). Scholars have encouraged principals within these contexts to engage in the behaviors under the School Specific component to promote social justice. In fact, the literature has suggested that educational leaders should foreground context in many of the behaviors that they engage in within the school including professional development (Cooper, 2009; DeMatthews, 2014, 2016; Jean-Marie, 2008; Theoharis, 2007; Theoharis & O’Toole, 2011; Rivera-McCutchen, 2014), the nurturing of socially conscientious teachers (Cooper, 2009; DeMatthews, 2015; DeMatthews et al., 2016; DeMatthews & Mawhinney, 2014; Jean-Marie, 2008; Kose, 2009; Place, Ballenger, Wasonga,
Piveral, & Edmonds, 2010; Rivera-McCutchen, 2014; Theoharis, 2007, 2009; Theoharis & O’Toole, 2011), and merging student culture with school processes and operations (Cooper, 2009; DeMatthews et al., 2016; DeMatthews & Mawhinney, 2014; Theoharis, 2009). Leaders should promote a vision of equity and proactively work to identify and remove barriers that threaten their work towards that end.

Community Minded

The Community Minded component examined behaviors that expanded beyond the walls of the school and out into the surrounding community. The behaviors within this component were primarily concerned with engaging families and community members, forging collaborative relationships, advocating for the school, and leveraging community and cultural wealth. Cooper’s (2009) notion of the role of the principal being that of a “cultural worker who views demographic change and cultural difference as being enriching and educative, not threatening or deviant” is particularly relevant to the spirit of this component (p. 720).

DeMatthews (2018) echoed this sentiment in his case study on successful community engagement by stating that principals must recognize the “innate value and resources within parents” and be able to utilize the cultural capital in their communities to benefit their schools and to develop networks of trust where they might not have existed in the past (p. 190). The essence of the Community Minded component really is an added element of social awareness (DeMatthews, 2018; Theoharis, 2007; Wasonga, 2010), connectedness to community (DeMatthews, 2016, 2018) responsibility to the students’ network of people (DeMatthews, 2018; Wasonga, 2010), and being engaged at a grassroots level in community organizing issues. These behaviors include political advocacy, interrogation of unjust circumstances, and coalition
building that go far beyond the scope of what is traditionally considered good leadership 
(Theoharis, 2007; Wasonga, 2010).

**Self-Focused**

The Self-Focused component was different than the other two components in that the behaviors emanated from and occurred within the principal themselves. While there is some measure of objectivity with behaviors that are outwardly and, to some degree, observable, most of the items making up the Self-Focused component were more subjective in nature. In their study on rural school principals’ perceptions of LGBTQ students and social justice, Bishop and McClellan (2016) adamantly posited that:

> school leaders must be able to recognize and resist personal biases—despite contextual parameters. Until they are able to do so, creating a school climate geared toward the just treatment of all students is unlikely. Nonconsciousness and the inability to question personal assumptions may result in upholding community norms…School leaders must be prepared to foster inclusivity of diverse student identities. They must resist internal and external communities, and they must learn to question the socialized, conventional norms that shape their own thinking and leadership. (p. 147)

Similarly, the literature is ripe with calls for leaders to actively work to interrogate their own bias (Bishop & McClellan, 2016; Cooper, 2009; Jean-Marie, 2008; Shields, 2010; Theoharis, 2007, 2009), engage in self-reflection (Bishop & McClellan, 2016; DeMatthews, 2014, 2018; DeMatthews et al., 2016; DeMatthews & Izquierdo, 2017; Jean-Marie, 2008; Theoharis, 2007) and demonstrate transparency in their work (DeMatthews, 2016; DeMatthews et al., 2016; DeMatthews & Izquierdo, 2017; Theoharis, 2007).
While schools are composed of a variety of people, school leaders play vital roles in creating culture, developing processes, and making decisions that affect all of those under their purview. Ajzen’s (2012) model reminds us of the importance of attitude towards the performance of a behavior so conscious reflection and interrogation of bias is needed by those committed to social justice work.

Negative Correlations Between Components

The Community Minded component negatively correlated with both the School Specific ($r = -.48$) and the Self-Focused ($r = -.22$) components. The negative correlation with the School Specific component was statistically significant ($r > |.32|$). This was an unexpected finding and warrants an expanded discussion.

With the identified relationship, the scores of the Community Minded component and the other components will move in opposition to one another; that is, the higher a principal scores in the Community Minded component, the lower their score in the School Specific component would be and vice versa. Reverse-coding the items to achieve a positive relationship between components would not make conceptual sense since the items were not negatively worded to begin with, were based on a frequency response scale, and would serve to obscure the true nature of the component (Angelle & DeHart, 2016). However, this unanticipated finding may shed light on the competing demands on principals’ time as it relates to engaging in social justice behaviors across multiple domains.

Negative correlations between constructs should be interpreted cautiously given the exploratory nature of the work. Principals’ time is finite so the negative correlations may simply indicate a preference of engaging in behaviors in one domain leading to the reduction of time spent in another.
However, the results could suggest possible tensions between the different domains/capacities that principals must operate in to enact social justice. Perhaps, principals see the community outside of the school as problematic and limit their behaviors in that arena accordingly. In turn, principals may be consciously reducing their time spent on community-related endeavors and instead focusing it within their school and increasing the time spent on those specific behaviors.

While the majority of the literature on social justice leadership suggests that the community and school interface is a place for a positive exchange of ideas and rich collaboration, a small number of studies have identified tensions at the intersection. Flood and Oldham (2016) found that principals in their quest to enact social justice within their schools feel they must sometimes subvert community values or go as far as creating a buffer between the school and the outside community to achieve their goals. Bishop and McClellan’s (2016) notion regarding the importance that principals “resist internal and external communities” when community norms go unquestioned, unchallenged, and unconsciously reproduced to the detriment of certain student subgroups (LGBTQ students in their study) should be given deeper consideration given the results. In this light, this finding is certainly interesting and demonstrate that more consideration be given to the uncomfortable idea that communities and principals may be at odds regarding social justice causes at least for certain student subgroups (Bishop & McClellan, 2016; Flood & Oldham, 2016).

**Theoretical Implications**

This study directly addressed many shortcomings in the educational leadership literature. First, this study helped to fill an informational void regarding social justice leadership behaviors. This was accomplished in a variety of ways including a meta-analysis specifically focused on
understanding and compiling the behaviors that educational leaders undertake to achieve social justice within schools. This meta-analysis led to a novel, working framework/taxonomy for classifying those behaviors into one of three domains: School Specific, Self-Focused, and Community Minded.

Secondly, this study filled a methodological gap in the literature by utilizing a nationally distributed survey to capture quantitative results from as diverse and representative of a sample as possible. The literature is full of heroic principals doing amazing things in challenging contexts (Bogotch, 2000), but the underlying aim of this study was to hopefully capture a snapshot of normal principals doing their best in a variety of contexts to devise a way to better understand how principals lead for social justice. The quantitative results should be useful to a variety of researchers in moving investigations of social justice and social justice leadership behaviors forward.

Lastly, the study resulted in a methodological tool, the SJBS, which can be used to reliably measure three components of social justice leadership. This answers the calls of a number of scholars in the field of educational leadership (Jean-Marie et al., 2009; Nilsson et. al., 2011; Otunga, 2009) and, hopefully, cracks the door open for other important work to be done from a variety of methodological perspectives on the specific behaviors school leaders engage in to advance and effect their social justice agendas in schools.

**Practical Implications**

From a practical perspective, this study has a number of implications. The most important involves the coupling of the SJBS and the SJS with the TPB. The positive correlation between intentions and behaviors has far-reaching implications for leadership preparation programs. According to the TPB, the creation of subjective norms in support of social justice, creation of
positive attitudes towards social justice, and increasing the perceived behavioral control around social justice would lead to an increased intention to engage in social justice behaviors (Ajzen, 2012). Through continued study using the SJBS and SJS, principal preparation programs that espouse, desire, or propose to achieve social justice outcomes could investigate that linkage for actual results. I believe that by first interrogating the connection between social justice education/intention formation and the enactment of these behaviors that we might begin to work towards actually understanding the true impact of social justice leadership on a variety of student outcomes. However, I think the strategic way to begin to establish this linkage is by first making the connection through principals and then connecting those principals who are enacting said principals to a variety of changes and outcomes within their contexts.

Furthermore, the SJBS is the first real glimpse into how principals prioritize certain behaviors related to social justice. While the main purpose of the study was to develop an instrument, the results might act as a baseline of sorts for district-level administrators to understand to what extent school-level leaders engage in behaviors related to social justice leadership and how these different domains may compete for their limited time. In the same vein, the SJBS could serve as an equity audit tool to understand the social justice leadership focuses of their principals to help determine professional development or coaching needs on a district or school basis.

**Limitations**

All research is subject to limitations and this study was no exception. The Delphi technique used to refine the items of the SJBS posed a number of limitations related to access and control (Donohoe, Stellefson, & Tennant, 2012). Issues of access involved Internet coverage, reliability, and ease with which respondents utilized the digital response tools. Limitations
related to control were more concerning to this study and involved concerns that arose from the lack of physical interactions between the individual expert panel members and myself during the process. Due to this lack of physical interaction, I had to be aware of concerns about participant distraction (Donohoe et al., 2012). While I do not think these affected the study, it is difficult to know because the interactions occurred digitally.

Furthermore, the composition of the expert panel influenced the creation of the items on the SJBS. Because it was impossible and impractical to include every expert in the Delphi technique, the possibility exists that the items may be influenced by the panel’s collective viewpoint and bias regarding the nature of social justice as it relates to educational leadership.

Following the Delphi technique and the creation of the SJBS, there were limitations to the administration of the SJBS. The SJBS required that individuals responded in a truthful and accurate manner. Additionally, survey instruments are subject to a sample bias in that those individuals who respond may be more inclined to demonstrate social justice behaviors and, thus, provide a glimpse into the phenomenon that is reflective of a particular set of individuals within the sample and not a true reflection of principals in general. Future research into different demographic groups can help to ease concerns related to sample bias and help to provide evidence on whether or not the sample for this study influenced the findings. Those wishing to use the SJBS should do so with the full knowledge that this was an exploratory study based upon one administration of the instrument. While the findings are encouraging, they are by no means definitive and could change depending on the context that the instrument is administered in.

The length of the survey was a major limitation to the study as well. While I do not know the reason why every person who started the survey and did not finish dropped out, a number of participants contacted me to comment on the perceived lengthiness of the survey. Survey length
was the primary issue for drop-out cited by those participants who contacted me. While one of the goals of the study was to reduce the length of the SJBS for future research endeavors and, in turn, help address that concern, I am aware that my ambition may have gotten in the way of collecting more data.

Lastly, there existed a vast number of statistical procedures and programs that could have been used to examine the data. The procedures and programs used in this study were selected because of the researcher’s expertise and perception of appropriateness with each.

**Future Directions**

The Social Justice Behavior Scale has undergone item development, refinement, principal components analysis, and validity/reliability testing that provide strong initial evidence for its use as a meaningful research instrument moving forward. However, this study was exploratory in nature and should be viewed as the beginning of a research process rather than the culmination of one. The procedures utilized in this study are generally considered as “theory-generating” and would hopefully lead into “theory-testing procedures”, like confirmatory factor analysis, to better understand the relationships between the items and components of the SJBS (Stevens, 2002, p. 411).

Future research should explore looking at larger samples of principals from various contexts. While the principals in this study were relatively diverse, the number of participants was comparatively miniscule given the number of individuals that I attempted to recruit. Perhaps, the now streamlined version of the SJBS would aid in completion rates or relationships that other researchers have established would enable them to collect data from principals that didn’t participate in this study.
Additionally, researchers should investigate contexts outside of the United States to determine if the SJBS is a valid and reliable measure outside of the US context. If it proves to be, international comparative data on social justice has shown to be a fruitful avenue for inquiry and the SJBS could open new doors for large scale, quantitative comparative research on social justice.

Lastly, researchers who are already doing or on the verge of pursuing qualitative work on social justice leadership in schools should consider using the SJBS to expand their research designs. Similarly, those considering solely using the SJBS should weigh the merits of collecting the stories of educational leaders so we can better understand their lived realities and how they implement their visions for equity, fairness, and social justice through their leadership behaviors.
LIST OF REFERENCES


http://pareonline.net/pdf/v18n6.pdf


APPENDICES
# APPENDIX A

## META-ANALYSIS – SOCIAL JUSTICE BEHAVIOR CODE MAP

### THEMES

<table>
<thead>
<tr>
<th>A. School Specific</th>
<th>B. Self-Focused</th>
<th>C. Community Minded</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Addressing social justice through school mechanisms</td>
<td>B. Appreciating diversity</td>
<td>C. Engaging families and community members meaningfully</td>
</tr>
<tr>
<td>A. Focusing on staff development</td>
<td>B. Affirming cultural differences</td>
<td>C. Forging collaborative relationships</td>
</tr>
<tr>
<td>A. Sharing Leadership</td>
<td>B. Reflecting critically</td>
<td>C. Advocating beyond the school walls</td>
</tr>
<tr>
<td>A. Communicating open and honestly</td>
<td>B. Developing networks of support</td>
<td>C. Building relationships</td>
</tr>
<tr>
<td>A. Dismantling barriers</td>
<td>B. Acknowledging and exploring power and privilege</td>
<td>C. Leveraging community and cultural wealth</td>
</tr>
</tbody>
</table>

### CATEGORIES

<table>
<thead>
<tr>
<th>A. Addressing social justice through school mechanisms</th>
<th>B. Appreciating diversity</th>
<th>C. Engaging families and community members meaningfully</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Focusing on staff development</td>
<td>B. Affirming cultural differences</td>
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</tr>
<tr>
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<td>A. Dismantling barriers</td>
<td>B. Acknowledging and exploring power and privilege</td>
<td>C. Leveraging community and cultural wealth</td>
</tr>
</tbody>
</table>

### CODES

<table>
<thead>
<tr>
<th>A01. Combatting inequity</th>
<th>A10. Promoting efforts to build on the strength of students’ diversity</th>
<th>B10. Engaging in self-reflective, critical, and collaborative work relationships</th>
</tr>
</thead>
<tbody>
<tr>
<td>A01. Cultivating cultural capital among culturally and linguistically diverse students and families</td>
<td>A10. Providing more instructional time and development programs for low-performing students</td>
<td>B10. Exercising democracy in their leadership practices that ultimately led to their quest for developing equitable and democratic cultures in their schools</td>
</tr>
<tr>
<td>A01. Developing cross-cultural alliances</td>
<td>A10. Providing opportunities for teachers to come together and discuss best practices for addressing the needs of all students</td>
<td>B10. Embracing the differences in people</td>
</tr>
<tr>
<td>A01. Enacting progressive change</td>
<td>A10. Providing support programs or structures to</td>
<td>B10. Embracing the diversity of one’s student population</td>
</tr>
<tr>
<td>A01. Ensuring greater representation of diverse families within the leadership and governance structures</td>
<td>assist students with their academic goals, educational planning, and instructional leadership practices</td>
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<td></td>
</tr>
<tr>
<td>A01. Empowering marginalized groups through collaborative strategies</td>
<td>A10. Recruiting teachers who were interested in her African-American, Latino, and Asian students—all students</td>
<td></td>
</tr>
<tr>
<td>A01. Revealing inequity</td>
<td>A10. Restructuring school programs into new designs to support their students’ learning and professional communities</td>
<td></td>
</tr>
<tr>
<td>A01. Serving as a cultural worker</td>
<td>A10. Speaking to all of the different student groups present in schools</td>
<td></td>
</tr>
<tr>
<td>A01. Striving to be a freedom fighter</td>
<td>A10. Telling the positive stories about what my students are doing</td>
<td></td>
</tr>
<tr>
<td>A01. Taking risks to advance social justice</td>
<td>A10. Treating each other with mutual respect</td>
<td></td>
</tr>
<tr>
<td>A01. Making decisions that exemplify their commitment to equity and cultural responsiveness</td>
<td>A10. Working to create a climate, culture, and community that exemplified values they espoused</td>
<td></td>
</tr>
<tr>
<td>A01. Nurturing conscientious teacher–leaders</td>
<td>A11. Attempting to access untapped resources, knowledge bases and areas of expertise</td>
<td></td>
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<tr>
<td>A01. Providing teachers with culturally relevant PD</td>
<td>A12. Communicating purposefully and authentically</td>
<td></td>
</tr>
<tr>
<td>A01. Developing professional learning communities that use intergroup dialogue, collaborative inquiry, and critical multicultural education strategies</td>
<td>A12. Demanding that every child will be successful but collaboratively addresses the problems of how to achieve that success</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>B10. Recognizing and embracing the diversity of their students’ demographic</th>
</tr>
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<tbody>
<tr>
<td>B11. Reflecting constantly to ensure one does not inadvertently make unjust decisions</td>
</tr>
<tr>
<td>B12. Developing a supportive administrative network</td>
</tr>
<tr>
<td>B12. Developing reflective consciousness</td>
</tr>
<tr>
<td>B12. Keeping their eyes on the prize</td>
</tr>
<tr>
<td>B12. Prioritizing their work</td>
</tr>
<tr>
<td>B12. Seeking out other activist administrators who can and will sustain her or him</td>
</tr>
<tr>
<td>B12. Knowing that building community and differentiation are tools to ensure that all students achieve success together</td>
</tr>
<tr>
<td>B12. Knowing that school cannot be great until the students with the greatest struggles are given the same rich opportunities both academically and socially as their more privileged peers</td>
</tr>
<tr>
<td>B12. Placing significant value on diversity, deeply learns about and understands that diversity, and extending cultural respect</td>
</tr>
<tr>
<td>A01. Sharing leadership</td>
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</tr>
<tr>
<td>A02. Encouraging stakeholders to develop their voice and reconsider existing power dynamics and dominant beliefs</td>
</tr>
<tr>
<td>A02. Demonstrating tireless effort using her school as a mechanism to address injustices affecting children and families</td>
</tr>
<tr>
<td>A02. Enhancing the capacity of parents, families, students, and communities to understand and address their own issues</td>
</tr>
<tr>
<td>A02. Expressing dissatisfaction with the status quo on numerous fronts</td>
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<tr>
<td>A02. Developing individuals to meet their unique needs</td>
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<tr>
<td>A02. Meaningfully engaging them in the school improvement process</td>
</tr>
<tr>
<td>A02. Organizing people and programs in the short term</td>
</tr>
<tr>
<td>A02. Catalyzing change through leadership that maximizes available resources and assets</td>
</tr>
<tr>
<td>A02. Ensuring that the school simultaneously meets the needs of parents and students</td>
</tr>
<tr>
<td>A02. Recognizing how learning opportunities and policies can address multiple equity issues</td>
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<tr>
<td>A03. Building Schoolwide Support for Change Decisions</td>
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<tr>
<td>A03. Creating Formal Learning Teams</td>
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<tr>
<td>A03. Fostering Teacher Development for Social Justice</td>
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<tr>
<td>A03. Maximizing External Resources and Opportunities for Professional Learning</td>
</tr>
<tr>
<td>A03. Organizing Common Work, Students, Time, and Space</td>
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<tr>
<td>A03. Promoting Organizational Learning Development for Social Justice</td>
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<tr>
<td>A03. Promoting subject matter expertise and social identity development</td>
</tr>
<tr>
<td>A03. Structuring an Inclusive Service-Delivery Model</td>
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<tr>
<td>A03. Determining who initiates change</td>
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<tr>
<td>A03. Developing and Communicating a Transformative Vision</td>
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<tr>
<td>A03. Differentiating professional learning</td>
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<td>A03. Distributing Internal Resources</td>
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<td>A03. Encouraging job-embedded learning through alignment</td>
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<td>A03. Establishing and Monitoring Concrete School Goals</td>
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<tr>
<td>A03. Establishing reasons for change</td>
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<tr>
<td>A03. Evaluating professional learning</td>
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<tr>
<td>A03. Building program coherence</td>
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<tr>
<td>A04. Attending to both academic excellence and social justice principles</td>
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<tr>
<td>A04. Creating a vision of equity of excellence</td>
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<tr>
<td>A04. Providing substantive equality to marginalized groups</td>
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<tr>
<td>A05. Challenging social power</td>
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<td>A05. Using moral power</td>
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<tr>
<td>A05. Intervening and interrogating institutional</td>
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<tr>
<td>A05. Negotiating barriers to justice</td>
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<tr>
<td>communities paired with a willingness to consider how multiple inequities inside and outside of the school interact with implications on student achievement and well-being</td>
</tr>
<tr>
<td>A06. Collaboratively planning and delivering inclusive ELL services</td>
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<td>A06. Collaboratively planning and delivering inclusive ELL services</td>
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<td>A06. Collaboratively planning and delivering inclusive ELL services</td>
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<tr>
<td>A06. Planning, leading, and integrating distinct initiatives into an overarching vision and reform</td>
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<tr>
<td>A06. Preparing themselves and their staffs to critically examine student services</td>
</tr>
<tr>
<td>A06. Securing necessary resources and support to be able to make and sustain change</td>
</tr>
<tr>
<td>A06. Setting up and maintaining systems of communication with families whose home language was not English</td>
</tr>
<tr>
<td>A06. Supporting their staff learning new roles</td>
</tr>
<tr>
<td>A07. Participation in political and policy-related advocacy work at all levels of education policy</td>
</tr>
<tr>
<td>A07. Working together to collectively address or adapt policy, budget, and other technical problems</td>
</tr>
<tr>
<td>A08. Combining an equity lens with staff development, hiring, and supervision</td>
</tr>
<tr>
<td>A08. Combining structures that promote inclusion and access to improved teaching and curriculum within a climate of belonging</td>
</tr>
<tr>
<td>A08. Connecting issues of schooling and the principles of justice that undergird them</td>
</tr>
<tr>
<td>A08. Creating a climate of belonging</td>
</tr>
<tr>
<td>-------------------------------------</td>
</tr>
<tr>
<td>A08. Creating a climate that deeply respects and values the racial, cultural, and economic diversity represented in many public schools</td>
</tr>
<tr>
<td>A08. Creating a vision that demonstrates that a school cannot be great until the students with the greatest struggles are given the same rich academic, extracurricular, and social opportunities as those enjoyed by their more privileged peers</td>
</tr>
<tr>
<td>A08. Developing a focused plan where all learning ties to larger equity and justice issues</td>
</tr>
<tr>
<td>A08. Embedding professional development in collaborative structures and a context that tries to make sense of race, class, gender, sexuality, and disability</td>
</tr>
<tr>
<td>A08. Empowering staff</td>
</tr>
<tr>
<td>A08. Ending separate and pullout programs that block both emotional and academic success for marginalized children</td>
</tr>
<tr>
<td>A08. Examining all aspects of schooling from a social justice perspective.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>A01. Accepting of diverse ways of knowing</th>
<th>B01. Affirming cultural difference</th>
<th>C08. Collaboratively addresses the problems of how to achieve that success</th>
</tr>
</thead>
<tbody>
<tr>
<td>A01. Appreciating cultural identities</td>
<td>B01. Appreciating the complexity of diversity</td>
<td>C08. Building a climate in which families, staff, and students belong and feel welcome</td>
</tr>
<tr>
<td>A01. Appreciating the complexity of diversity</td>
<td>B01. Participating in activities that prompt them to critically reflect on their biases and express their concerns, needs, and reform ideas</td>
<td>C08. Building and leading coalitions by bringing together various groups of people to further agenda (families, community organizations, staff, students) and seeks out other activist administrators who can and will sustain her or him</td>
</tr>
<tr>
<td>A01. Gaining cultural capital</td>
<td>B01. Demonstrating courage</td>
<td>C08. Building networks of support</td>
</tr>
<tr>
<td>A01. Demonstrating courage</td>
<td>B01. Gaining cultural capital</td>
<td>C08. Building relationships between students, between staff members, and family by family</td>
</tr>
<tr>
<td>A08. Giving responsibility to teachers</td>
<td>B01. Demonstrating the courage to facilitate and engage in hard dialogue about race, culture, class, language, and inequality</td>
<td>C08. Committing to reach out and listen to families</td>
</tr>
<tr>
<td>--------------------------------------</td>
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<td>--------------------------------------------------</td>
</tr>
<tr>
<td>A08. Having high expectations for their staff to ensure equity</td>
<td>B01. Hiring and retaining a more culturally diverse faculty</td>
<td>C08. Connecting with diverse students, staff, families, and community members</td>
</tr>
<tr>
<td>A08. Improving the core learning context</td>
<td>B01. Implementing a celebratory approach to multicultural education</td>
<td>C08. Finding ways to meet individual needs in an inclusive, community-oriented manner</td>
</tr>
<tr>
<td>A08. Improving the core learning context - both the teaching and curriculum</td>
<td>B01. Implementing culturally relevant instruction across grade levels</td>
<td>C08. Incorporated specific outreach to historically disconnected families as a way to enhance the climate of belonging</td>
</tr>
<tr>
<td>A08. Improving the quality of the teaching staff</td>
<td>B01. Maintaining the self</td>
<td>C08. Increasing inclusion and access,</td>
</tr>
<tr>
<td>A08. Incorporated a welcoming school atmosphere as a way to enhance the climate of belonging</td>
<td>B01. Recognizing inequity</td>
<td>C08. Increasing inclusion, access, and opportunity</td>
</tr>
<tr>
<td>A08. Incorporated classroom community building as a way to enhance the climate of belonging</td>
<td>B01. Uncovering his or her blind spots to view, understand, and counteract inequity</td>
<td>C08. Understanding families’ lives and beliefs</td>
</tr>
<tr>
<td>A08. Incorporated social responsibility as part of the curriculum as a way to enhance the climate of belonging</td>
<td>B01. Validating and drawing on knowledge that is critical, multicultural, and interdisciplinary</td>
<td>C09. Ensuring that schooling reflects the community’s cultures and values</td>
</tr>
<tr>
<td>A08. Placing tremendous trust and power in the hands of the professionals at their schools</td>
<td>B01. Working within the social and cultural chasms that physically and ideologically present themselves</td>
<td>C09. Building community</td>
</tr>
<tr>
<td>A08. Raising student achievement is possible</td>
<td>B02. Co-constructing and understanding the complexity of marginalization</td>
<td>C09. Learning about the needs of students, families, and teachers</td>
</tr>
<tr>
<td>A08. Relying on the professional decision-making power of their teachers</td>
<td>B02. Demonstrating a nuanced understanding of leadership as advocacy and the importance of socially just family engagement</td>
<td>C09. Serving students, parents, and communities</td>
</tr>
<tr>
<td>A08. Relying on the professional judgment of others</td>
<td>B02. Recognizing that leaders do not have all the answers</td>
<td>C10. Aggressively communicating strong, equity-focused values inside and outside of school boundaries</td>
</tr>
<tr>
<td>A08. Strengthening core teaching and curriculum and ensures that diverse students have access to that core</td>
<td>B02. Thinking in multiple dimensions</td>
<td>C10. Conducting an in-depth multicultural training</td>
</tr>
<tr>
<td>A08. Trusting staff</td>
<td>B02. Understanding the limited role a school can play without the full participation of engaged, empowered, and supported parents able to act in solidarity</td>
<td>C10. Contextualizing diversity through relationship building</td>
</tr>
<tr>
<td>A08. Trusting teachers</td>
<td>B04. Recognizing past disadvantages and existence of structural barriers embedded in the social and political systems that may perpetuate systemic discrimination</td>
<td>C10. Demonstrating an ethic of care towards students</td>
</tr>
<tr>
<td>A08. Using persistent, diverse, and native language communication</td>
<td>B05. Recognizing challenges complicated by inflexible federal, state and local requirements</td>
<td>C10. Developing an authentic relationship between themselves as school leaders and their students</td>
</tr>
<tr>
<td>A08. Weaving a determined message of equity and justice into all aspects of the school</td>
<td>B06. Believing that they were responsible for ensuring that all students received an equitable, excellent, and inclusive education</td>
<td>C10. Developing educational programs that attracted and retained students</td>
</tr>
<tr>
<td>A09. Closing achievement gaps</td>
<td>B06. Possessing an asset-based orientation toward differences. 08. Bringing a personal vision of every child’s being successful.</td>
<td>C10. Encouraging leadership practices among many actors</td>
</tr>
<tr>
<td>A09. Closing the academic achievement gap</td>
<td>B07. Recognizing they cannot do everything</td>
<td>C10. Encouraging staff members to view the school and society through the eyes of students and the communities they served</td>
</tr>
<tr>
<td>A09. Developing tools that would support them in addressing student needs</td>
<td>B08. Developing resilience</td>
<td>C10. Focusing on developing students’ talents and gifts to contribute to their community and society</td>
</tr>
<tr>
<td>A09. Improving teaching practice</td>
<td>B08. Developing self-care strategies</td>
<td>C10. Raising awareness to advance the school communities’ levels of understanding about social inequities</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>-------------------------------------</td>
<td>--------------------------------------------------------</td>
</tr>
<tr>
<td>A09. Incorporating individual student data into bi-weekly meetings</td>
<td>B08. Developing their own strategies to effectively deal with that formidable resistance.</td>
<td>C11. Addressing problems existing outside of their schools but directly impacting students</td>
</tr>
<tr>
<td>A09. Individualizing education for every student</td>
<td>B08. Enacting their vision without martyring themselves in the process.</td>
<td>C11. Connecting with families and communities</td>
</tr>
<tr>
<td>A09. Managing pressures while acting to create more socially just schools</td>
<td>B08. Humbly admitting mistakes</td>
<td>C11. Recognizing community cultural capital or funds of knowledge</td>
</tr>
<tr>
<td>A09. Maximizing benefit for marginalized groups while attempting to minimize negative unintended outcomes</td>
<td>B08. Not judging families’ lives and beliefs</td>
<td>C11. Working closely with families and community organizations in ways that can address equity issues</td>
</tr>
<tr>
<td>A09. Promoting an inclusive environment</td>
<td>B08. Placing significant value on diversity and extending cultural respect and understanding of that diversity</td>
<td>C12. Becoming intertwined with the life, community, and soul of the school</td>
</tr>
<tr>
<td>A09. Providing students with greater access to their culture</td>
<td>B08. Seeking out networks of support</td>
<td>C12. Building relationships</td>
</tr>
<tr>
<td>A09. Seeking out professional development opportunities that would be meaningful to teachers</td>
<td>B08. Sharing self-care strategies with their supportive network.</td>
<td>C12. Facing resistance from within and outside of their schools and communities</td>
</tr>
<tr>
<td>A10. Addressing issues of social inequity</td>
<td>B08. Sustain oneself in the process</td>
<td>C14. Navigating the politics of social justice reforms within a community and district.</td>
</tr>
<tr>
<td>A10. Advancing the conversations of issues related to diversity, equity, social justice, and ethics in school practices</td>
<td>B08. Sustain their social justice work</td>
<td>C14. Cultivating and utilizing parent networks to strategically recruit teachers, parents, and other community leaders with social justice agenda</td>
</tr>
<tr>
<td>A10. Dismantling barriers that hindered the practice of social justice</td>
<td>B08. Believing that equity is possible.</td>
<td>C15. Committing to the school and community and to the recognizing that one is embedded in the other.</td>
</tr>
<tr>
<td>A10. Engaging issues of social justice through various study groups with her staff</td>
<td>B08. Rejecting the dangerous ideology of individualism that purports that people acting on their</td>
<td>C15. Knowing students and parents on a personal level</td>
</tr>
<tr>
<td>A10. Fostering and enhancing social justice through ongoing professional development in their schools</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A10. Helping students break some of those cycles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A10. Improving access and opportunity for children historically marginalized by mainstream public schooling</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A10. Prioritizing recruiting and retaining staff members with cultural and ethnic backgrounds similar to those present in her school</td>
<td></td>
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</tr>
<tr>
<td>A10. Promoting dialogue about pivotal moments in society that had an impact on students’ access to education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A10. Promoting discourse on various aspects of social justice</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| B09. Displaying the courage to publicly recognize mistakes |
| B09. Investigating the negative fallout from previous |
| B09. Evolving priorities to find balance when social justice dilemmas emerge |
| B09. Reflecting about one’s personal practice and shortcomings |
| B09. Learning about their own practices, strengths, and shortcomings |

| B10. Being aware constituents—students and parents—is important in our efforts to work with them |

| C18. Addressing the needs of the family in the interest of supporting the child |
| C18. Conducting open and honest dialogue with school community members |
| C18. Developing their schools to be more community oriented |
| C18. Expanding the role of the school beyond its walls |
| C18. Having open dialogues about the daily challenges and trials their communities faced daily |
APPENDIX B

CODE MAP AND ITEM WORDING CONCORDANCE


Greetings,

Hello, my name is Lee D. Flood, and I am a doctoral candidate at the University of Tennessee in the College of Education, Health, and Human Sciences. You are invited to participate in a research study that will inform the creation of a new instrument used to understand the social justice behaviors of principals.

Your participation would consist of four phases of feedback using an online survey platform. Each round of feedback would require a minimum of 10 minutes of your time. Your involvement in each round would be as follows:

- **Phase One:** You will be sent a preliminary list of items and the construct to which each item is theorized to represent for the SJBS. You will have the opportunity to provide feedback on these specific items in regards to readability, wording, clarity, content specificity, construct alignment, cultural appropriateness, researcher bias, and any other issue you may notice. Following this round, an initial version of the SJBS will be created that accounts for the feedback provided by you and the other participants.

- **Phase Two:** You will have the opportunity to review the initial version of the SJBS and rate the quality of each item on a 5-point Likert scale (1 = poor, 2 = fair, 3 = good, 4 = very good, 5 = excellent). You will also have the ability to qualitatively comment on items.

- **Phase Three:** A revised version of the SJBS will be sent to you where items with a mean rating below a cutoff point of 3.7 have been removed. For items that have been retained, you will be provided the mean ratings and standard deviations from the entire panel of experts for each item. You will have the opportunity to qualitatively comment on items that you rated significantly different from the group’s ranking or revise your opinion on those items.

- **Phase Four:** If consensus hasn’t been achieved at the end of Phase Three, you will be asked to participate in an additional round. In Phase Four, you will receive the list of remaining items, their ratings, minority opinions, and items that achieved consensus. You will have a final opportunity to amend or maintain your opinion on items. If there is a wide range of disagreement, there may be the need for an additional round of item revision and review.

Your participation would be confidential and is completely voluntary. I have attached a copy of the informed consent form for you to look over. If you are interested in participating or have any questions, please email me back at lflood@vols.utk.edu.

Sincerely,

Lee D. Flood
Hello,

My name is Lee D. Flood, and I am a doctoral candidate at the University of Tennessee in the College of Education, Health, and Human Sciences. First and foremost, I’d like to thank those of you that have already taken your time to take my survey and help move my dissertation work forward. For those of you have not taken the survey, I humbly request that you consider taking the survey. Your perspective is critical to being able to validate this new instrument, the Social Justice Behavior Scale (SJBS). This instrument is the first of its kind to specifically investigate the social justice behaviors of principals. It will take approximately fifteen minutes to complete the survey.

Your participation in this study is completely voluntary and anonymous. Results will only be reported in the aggregate. There are no foreseeable risks associated with this project. However, if you feel uncomfortable answering any questions, you can withdraw from the survey at any point. If you have questions at any time about the study or the procedures, (or you experience adverse effects as a result of participating in this study) you may contact the researcher, Lee D. Flood at (931) 561-2853 or lflood@utk.edu or his faculty advisor Dr. Pamela Angelle at (865) 974-4139 or pangelle@utk.edu. If you have questions about your rights as a participant, contact the Office of Research Compliance Officer at (865) 974-7697. Thank you very much for your time and support.

Sincerely,

Lee D. Flood
APPENDIX E

SURVEY

Hello, my name is Lee D. Flood, and I am a doctoral candidate at the University of Tennessee in the College of Education, Health, and Human Sciences. You are being invited to help validate a new instrument, the Social Justice Behavior Scale (SJBS). This instrument is the first of its kind to specifically investigate the social justice behaviors of principals. You have been identified for this endeavor because of your position as a school principal. Your perspective is critical to the success of the study. The purpose of this study is to validate a scale to measure the social justice behaviors of principals. It will take approximately fifteen to twenty minutes to complete the survey. Your participation in this study is completely voluntary. There are no foreseeable risks associated with this project. However, if you feel uncomfortable answering any questions, you can withdraw from the survey at any point. If you have questions at any time about the study or the procedures, (or you experience adverse effects as a result of participating in this study) you may contact the researcher, Lee D. Flood at (931) 561-2853 or lflood@utk.edu or his faculty advisor Dr. Pamela Angelle at (865) 974-4139 or pangelle@utk.edu. If you have questions about your rights as a participant, contact the Office of Research Compliance Officer at (865) 974-7697. Thank you very much for your time and support. Please start with the survey now by clicking on the Continue button below.

Are you currently a principal in an elementary, middle, or high school?
1. Yes
2. No

Instructions: Indicate the frequency you engage in the following behaviors in your role as a school principal using the scale below:

<table>
<thead>
<tr>
<th>Never</th>
<th>Rarely, in less than 10% of the chances when I could have</th>
<th>Occasionally, in about 30% of the chances when I could have</th>
<th>Sometimes, in about 50% of the chances when I could have</th>
<th>Frequently, in about 70% of the chances when I could have</th>
<th>Usually, in about 90% of the chances I could have</th>
<th>Every time</th>
</tr>
</thead>
<tbody>
<tr>
<td>I actively work to understand my own bias so I can better counteract inequity within my school.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I extend cultural respect to individuals from diverse backgrounds.</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>I engage in self-reflective, critical, and collaborative work relationships.</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>I work to develop a reflective consciousness.</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>I continuously reflect to avoid making unjust decisions.</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am transparent about my practice as a school leader.</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>I acknowledge my ability to decide which students have access to resources.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
I acknowledge that privilege operates on many levels and provides benefits to members of dominant groups at the expense of members of marginalized groups.

<table>
<thead>
<tr>
<th></th>
<th>Never</th>
<th>Rarely, in less than 10% of the chances when I could have</th>
<th>Occasionally, in about 50% of the chances when I could have</th>
<th>Sometime, in about 70% of the chances when I could have</th>
<th>Frequently, in about 90% of the chances when I could have</th>
<th>Usually, in about 90% of the chances I could have</th>
<th>Every time</th>
</tr>
</thead>
<tbody>
<tr>
<td>I acknowledge that privilege operates on many levels and provides benefits to members of dominant groups at the expense of members of marginalized groups.</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
</tr>
</tbody>
</table>

Instructions: Indicate the frequency you engage in the following behaviors in your role as a school principal using the scale below:

<table>
<thead>
<tr>
<th></th>
<th>Never</th>
<th>Rarely, in less than 10% of the chances when I could have</th>
<th>Occasionally, in about 50% of the chances when I could have</th>
<th>Sometime, in about 70% of the chances when I could have</th>
<th>Frequently, in about 90% of the chances when I could have</th>
<th>Usually, in about 90% of the chances I could have</th>
<th>Every time</th>
</tr>
</thead>
<tbody>
<tr>
<td>I provide students with greater access to their culture.</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
</tr>
<tr>
<td>I dismantle barriers that hinder the practice of social justice in my school.</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
</tr>
<tr>
<td>I contextualize professional development in a way that tries to make sense of race, ethnicity, class, gender, sexuality, and disability.</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
</tr>
<tr>
<td>I address deficit perspectives that staff members have of certain student groups.</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
</tr>
<tr>
<td>I provide equitable access to learning for all students.</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
</tr>
<tr>
<td>I provide equitable learning opportunities for all students.</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
</tr>
</tbody>
</table>
I participate in political and policy-related advocacy work on behalf of marginalized student groups.   
I model the value of providing equitable access to our students.  
I model the value of providing equitable opportunities to our students.  
I ensure that the teachers are mindful of both the academic and social issues that students face.  
I prepare students to confront the challenges that face historically marginalized communities.  

Instructions: Indicate the frequency you engage in the following behaviors in your role as a school principal using the scale below:

<table>
<thead>
<tr>
<th>Behavior</th>
<th>Never</th>
<th>Rarely, in less than 10% of the chances when I could have</th>
<th>Occasionally, in about 30% of the chances when I could have</th>
<th>Sometimes, in about 50% of the chances when I could have</th>
<th>Frequently, in about 70% of the chances when I could have</th>
<th>Usually, in about 90% of the chances I could have</th>
<th>Every time</th>
</tr>
</thead>
<tbody>
<tr>
<td>I build trust with the community.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I engage in community organizing work.</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>I engage in community advocacy work.</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>I learn about the lived experiences of marginalized individuals within my school’s community.</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I enhance collaboration with stakeholders.</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>I ensure that schooling reflects the community’s culture and values.</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I raise awareness to advance the school communities’ levels of understanding about social inequities.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I utilize parent networks to strategically recruit teachers, parents, and other community leaders with social justice agendas.</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I act as a catalyst for advocacy work within the community.</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>I access community cultural wealth to benefit my school.</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
I encourage staff members to view the school through the eyes of the students and communities that they serve.

<table>
<thead>
<tr>
<th>Item</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Moderately Disagree</th>
<th>Neithor Agree Nor Disagree</th>
<th>Moderately Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attitudes within my school community support social justice leadership.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Within my school, processes are organized to support social justice leadership.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Data available at my school are used to support social justice leadership.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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</tr>
<tr>
<td>Reflective practice is required to be a successful socially just school leader.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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</tr>
<tr>
<td>The culture of my school is supportive of social justice leadership.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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</tr>
<tr>
<td>Staff collaboration in my school supports social justice leadership.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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</tr>
<tr>
<td>University teacher preparation programs play a role in influencing teachers who are supportive of social justice leadership.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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</tr>
<tr>
<td>The expressed beliefs of teachers in my school reflect support of social justice leadership.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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</tr>
<tr>
<td>The demonstrated values of teachers in my school reflect support of social justice leadership.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>The professional behaviors of teachers in my school are supportive of social justice leadership.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>At my school, fiscal resources are available to support social justice leadership.</td>
<td>☐</td>
<td>☐</td>
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</tr>
<tr>
<td>At my school, school information resources are available to support social justice leadership.</td>
<td>☐</td>
<td>☐</td>
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</tr>
<tr>
<td>At my school, instructional resources are available to support social justice leadership.</td>
<td>☐</td>
<td>☐</td>
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<td>☐</td>
</tr>
<tr>
<td>At my school, human resources are available to support social justice leadership.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

Instructions: Indicate your level of agreement that the following items support you in social justice leadership in your role as a school principal:
Instructions: Indicate your level of agreement that the following items support you in social justice leadership in your role as a school principal:

<table>
<thead>
<tr>
<th>Item</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Moderately Disagree</th>
<th>Neither Agree Nor Disagree</th>
<th>Moderately Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reciprocal communication between teachers and students at my school supports social justice leadership.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Communication among stakeholders at my school supports social justice leadership.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>The level of trust between students and teachers at my school supports social justice leadership.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Principal and teacher focus on students’ best interest at my school supports social justice leadership.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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</tr>
<tr>
<td>Valuing student voice in my school supports social justice leadership.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>School policy documents that guide decision-making are supportive of social justice leadership.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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</tr>
<tr>
<td>School-level decision-making processes are supportive of social justice leadership.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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</tr>
<tr>
<td>Local guidance/control of decision-making is supportive of social justice leadership.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<td>☐</td>
</tr>
<tr>
<td>The extent of the principal’s autonomy to make decisions for the school supports social justice leadership.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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</tr>
<tr>
<td>Parents at my school support social justice leadership.</td>
<td>☐</td>
<td>☐</td>
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<td>☐</td>
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<td>☐</td>
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</tr>
<tr>
<td>Collaboration between teachers and parents in my school results in increased support of social justice leadership.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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</tr>
<tr>
<td>Principal and parent connections at my school result in increased support of social justice leadership.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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</tr>
<tr>
<td>Principal involvement in the community results in increased support of social justice leadership.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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</tr>
<tr>
<td>The extent of values cohesion between the community and school results in increased support of social justice leadership.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<td>☐</td>
</tr>
</tbody>
</table>

Instructions: Indicate your level of agreement that the following items act as barriers to social justice leadership in your role as a school principal:
<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Moderately Disagree</th>
<th>Neither Agree Nor Disagree</th>
<th>Moderately Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of communication with stakeholders is a barrier to social</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>justice leadership.</td>
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<tr>
<td>Principal isolation in advocacy work is a barrier to social</td>
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<tr>
<td>justice leadership.</td>
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<tr>
<td>Principal's vision can be a barrier to social justice</td>
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<tr>
<td>leadership.</td>
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<tr>
<td>Value systems can be a barrier to social justice leadership.</td>
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<tr>
<td>School's hierarchical structure is a barrier to social justice</td>
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<tr>
<td>leadership.</td>
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<tr>
<td>Teacher burnout is a barrier to social justice leadership.</td>
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<tr>
<td>Staff resistance to change is a barrier to social justice</td>
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<tr>
<td>leadership.</td>
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<tr>
<td>Lack of financial resources is a barrier to social justice</td>
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<tr>
<td>leadership.</td>
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<tr>
<td>Limited time during the workday is a barrier to social justice</td>
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<tr>
<td>leadership.</td>
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<tr>
<td>Limited access to current research is a barrier to social</td>
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<tr>
<td>justice leadership.</td>
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<td></td>
</tr>
<tr>
<td>Lack of awareness around social justice issues is a barrier to</td>
<td></td>
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<tr>
<td>social justice leadership.</td>
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<td></td>
</tr>
</tbody>
</table>

Instructions: Indicate your level of agreement that the following items act as barriers to social justice leadership in your role as a school principal:
104

Parental resistance to school initiatives is a barrier to social justice leadership. □ □ □ □ □ □ □ □

Students' socioeconomic circumstances are a barrier to social justice leadership. □ □ □ □ □ □ □ □

Staff perceptions of students' socioeconomic circumstances are a barrier to social justice leadership. □ □ □ □ □ □ □ □

Income inequality between students is a barrier to social justice leadership. □ □ □ □ □ □ □ □

The home environments of my students is a barrier to social justice leadership. □ □ □ □ □ □ □ □

Instructions: Indicate your level of agreement as it relates to your role as a school principal with the following statements:

<table>
<thead>
<tr>
<th>statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Slightly Disagree</th>
<th>Neutral</th>
<th>Slightly Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I believe that it is important to make sure that all individuals and groups have a chance to speak and be heard, especially those from traditionally ignored or marginalized groups</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>I believe that it is important to allow individuals and groups to define and describe their problems, experiences and goals in their own terms</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>I believe that it is important to talk to others about societal systems of power, privilege, and oppression</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>I believe that it is important to try to change larger social conditions that cause individual suffering and impede well-being</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>I believe that it is important to help individuals and groups to pursue their chosen goals in life</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>I believe that it is important to promote the physical and emotional well-being of individuals and groups</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>I believe that it is important to respect and appreciate people’s diverse social identities</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>I believe that it is important to allow others to have meaningful input into decisions affecting their lives</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>I believe that it is important to support community organizations and institutions that help individuals and group achieve their aims</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>
I believe that it is important to promote fair and equitable allocation of bargaining powers, obligations, and resources in our society

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Slightly Disagree</th>
<th>Neutral</th>
<th>Slightly Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

I believe that it is important to act for social justice

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Slightly Disagree</th>
<th>Neutral</th>
<th>Slightly Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

I am confident that I can have a positive impact on others’ lives

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Slightly Disagree</th>
<th>Neutral</th>
<th>Slightly Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

I am certain that I possess an ability to work with individuals and groups in ways that are empowering

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Slightly Disagree</th>
<th>Neutral</th>
<th>Slightly Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Instructions: Indicate your level of agreement as it relates to your role as a school principal with the following statements:

- If I choose to do so, I am capable of influencing others to promote fairness and equity
- I feel confident in my ability to talk to others about social injustices and the impact of social conditions on educational issues
- I am certain that if I try, I can have a positive impact on my school
- Other people around me are engaged in activities that address social injustices
- Other people around me feel that it is important to engage in dialogue around social injustices
- Other people around me are supportive of efforts that promote social justice
- Other people around me are aware of issues of social injustices and power inequalities in our society
- In the future, I will do my best to ensure that all individuals and groups have a chance to speak and be heard
- In the future, I intend to talk with others about social power inequalities, social injustices, and the impact of social forces on educational outcomes for marginalized groups
- In the future, I intend to engage in activities that will promote social justice
- In the future, I intend to work collaboratively with others so that they can define their own problems and build their own capacity to solve problems
Instructions: Indicate your level of agreement with respect to how well each statement applies to others and yourself using the following scale:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Somewhat Disagree</th>
<th>Slightly Disagree</th>
<th>Slightly Agree</th>
<th>Somewhat Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I feel that people get what they are entitled to have.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>I feel that a person’s efforts are noticed and rewarded.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>I feel that people earn the rewards and punishments they get.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>I feel that people who meet with misfortune have brought it on themselves.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>I feel that people get what they deserve.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>I feel that rewards and punishments are fairly given.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>I basically feel that the world is a fair place.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

What is your age?
1. 18-24
2. 25-34
3. 35-44
4. 45-54
5. 55-64
6. 65-74
7. 75 or older

Are you of Hispanic, Latino, or of Spanish origin?
1. Yes
2. No

What would best describe you?
1. American Indian or Alaska Native
2. Asian
3. Black or African American
4. Multiracial
5. Native Hawaiian or Other Pacific Islander
6. White
7. Other

Which gender do you identify most with?
1. Male
2. Female
3. I would prefer not to comment

What is the highest degree or level of school you have completed? (If you're currently enrolled in school, please indicate the highest degree you have received)
1. Bachelor’s degree (e.g. BA, BS)
2. Master’s degree (e.g. MA, MS, MEd)
3. Professional degree (e.g. EdS)
4. Doctorate (e.g. PhD, EdD)
5. Other __________

What state is your school located in?
1. Alabama
2. Alaska
3. Arizona
4. Arkansas
5. California
6. Colorado
7. Connecticut
8. Delaware
9. Florida
10. Georgia
11. Hawaii
12. Idaho
13. Illinois
14. Indiana
15. Iowa
16. Kansas
17. Kentucky
18. Louisiana
19. Maine
20. Maryland
21. Massachusetts
22. Michigan
23. Minnesota
24. Mississippi
25. Missouri
26. Montana
27. Nebraska
28. Nevada
29. New Hampshire
30. New Jersey
31. New Mexico
32. New York
33. North Carolina
34. North Dakota
35. Ohio
36. Oklahoma
37. Oregon
38. Pennsylvania
39. Rhode Island
40. South Carolina
41. South Dakota
42. Tennessee
43. Texas
44. Utah
45. Vermont
46. Virginia
47. Washington
48. West Virginia
49. Wisconsin
50. Wyoming

How many years have you been a head principal?

How would you describe your school?
   1. Urban
   2. Rural
   3. Suburban

Rounded to the nearest hundred, how big is the enrollment of your school?

BEFORE you became a principal, how many years of elementary, middle, or secondary teaching experience did you have?

Would you consider yourself a social justice leader?
   1. Yes
   2. No
### APPENDIX F

**STUDY DEMOGRAPHICS FOR ETHNICITY COMPARED TO NATIONAL PUBLIC SCHOOL PRINCIPAL DEMOGRAPHICS FROM 2011-2012**

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Current Study</th>
<th>2011-2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian or Alaska Native</td>
<td>1.76%</td>
<td>*</td>
</tr>
<tr>
<td>Asian</td>
<td>0.44%</td>
<td>*</td>
</tr>
<tr>
<td>Black or African American</td>
<td>14.54%</td>
<td>10%</td>
</tr>
<tr>
<td>Multiracial</td>
<td>2.64%</td>
<td>*</td>
</tr>
<tr>
<td>Native Hawaiian or Other Pacific Islander</td>
<td>0.00%</td>
<td>*</td>
</tr>
<tr>
<td>White</td>
<td>72.69%</td>
<td>80%</td>
</tr>
<tr>
<td>Other</td>
<td>5.29%</td>
<td>3%</td>
</tr>
<tr>
<td>Black or African American &amp; Native Hawaiian or Other Pacific Islander</td>
<td>0.44%</td>
<td>*</td>
</tr>
<tr>
<td>Hispanic</td>
<td>**</td>
<td>7%</td>
</tr>
</tbody>
</table>

*In the 2011-2012 dataset, Other included American Indian/Alaska Native, Asian, Native Hawaiian or Other Pacific Islander, or Two or more races.

**There was no question regarding Hispanic, Latino, or Spanish origin in the Trends in Public School Principal Demographics Data. In the current study, 11% of respondents indicated that they were of Hispanic, Latino, or Spanish origin on that question.
APPENDIX G

STUDY DEMOGRAPHICS FOR GENDER COMPARED TO NATIONAL PUBLIC SCHOOL PRINCIPAL DEMOGRAPHICS FROM 2011-2012

<table>
<thead>
<tr>
<th>Gender</th>
<th>Current Study</th>
<th>2011-2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>39.2%</td>
<td>48%</td>
</tr>
<tr>
<td>Female</td>
<td>58.1%</td>
<td>52%</td>
</tr>
<tr>
<td>I would prefer not to comment</td>
<td>1.8%</td>
<td>n/a</td>
</tr>
<tr>
<td>Missing</td>
<td>.9%</td>
<td>n/a</td>
</tr>
</tbody>
</table>
APPENDIX H

STUDY DEMOGRAPHICS FOR HIGHEST DEGREE EARNED COMPARED TO NATIONAL PUBLIC SCHOOL PRINCIPAL DEMOGRAPHICS FROM 2011-2012

<table>
<thead>
<tr>
<th>Highest Degree Earned</th>
<th>Current Study</th>
<th>2011-2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master’s degree (e.g. MA, MS, Med)</td>
<td>51.5%</td>
<td>62%</td>
</tr>
<tr>
<td>Professional degree (e.g. EdS)</td>
<td>13.7%</td>
<td>36%</td>
</tr>
<tr>
<td>Doctorate (e.g. PhD, EdD)</td>
<td>32.6%</td>
<td>*</td>
</tr>
<tr>
<td>Other</td>
<td>.9%</td>
<td>2%</td>
</tr>
<tr>
<td>Missing</td>
<td>1.3%</td>
<td>n/a</td>
</tr>
</tbody>
</table>

*In the 2011-2012 dataset, degrees higher than a master’s degree included EdS or professional diploma degrees, EdD, PhD, or equivalents, and/or first professional degrees.
### SAMPLE DEMOGRAPHICS BY ETHNICITY

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>n</th>
<th>Percentage of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian or Alaska Native</td>
<td>4</td>
<td>1.76%</td>
</tr>
<tr>
<td>Asian</td>
<td>1</td>
<td>0.44%</td>
</tr>
<tr>
<td>Black or African American</td>
<td>33</td>
<td>14.54%</td>
</tr>
<tr>
<td>Multiracial</td>
<td>6</td>
<td>2.64%</td>
</tr>
<tr>
<td>Native Hawaiian or Other Pacific Islander</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>White</td>
<td>165</td>
<td>72.69%</td>
</tr>
<tr>
<td>Other</td>
<td>12</td>
<td>5.29%</td>
</tr>
<tr>
<td>Black or African American &amp; Native Hawaiian or Other Pacific Islander</td>
<td>1</td>
<td>0.44%</td>
</tr>
<tr>
<td>American Indian or Alaska Native &amp; White</td>
<td>3</td>
<td>1.32%</td>
</tr>
<tr>
<td>Multiracial, Native Hawaiian or Other Pacific Islander &amp; White</td>
<td>1</td>
<td>0.44%</td>
</tr>
<tr>
<td>White &amp; Other</td>
<td>1</td>
<td>0.44%</td>
</tr>
</tbody>
</table>
APPENDIX J

SAMPLE DEMOGRAPHICS BY AGE

<table>
<thead>
<tr>
<th>Age</th>
<th>n</th>
<th>Percentage of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>25-34</td>
<td>4</td>
<td>1.8%</td>
</tr>
<tr>
<td>35-44</td>
<td>65</td>
<td>28.6%</td>
</tr>
<tr>
<td>45-54</td>
<td>97</td>
<td>42.7</td>
</tr>
<tr>
<td>55-64</td>
<td>50</td>
<td>22.0%</td>
</tr>
<tr>
<td>65-74</td>
<td>9</td>
<td>4.0%</td>
</tr>
<tr>
<td>75 or older</td>
<td>1</td>
<td>.4%</td>
</tr>
<tr>
<td>Missing</td>
<td>1</td>
<td>.4%</td>
</tr>
</tbody>
</table>
APPENDIX K

SAMPLE DEMOGRAPHICS BY HISPANIC, LATINO, OR SPANISH ORIGIN

<table>
<thead>
<tr>
<th>(Are you of Hispanic, Latino, or Spanish origin?)</th>
<th>n</th>
<th>Percentage of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>25</td>
<td>11.0%</td>
</tr>
<tr>
<td>No</td>
<td>197</td>
<td>86.8%</td>
</tr>
<tr>
<td>Missing</td>
<td>5</td>
<td>2.2%</td>
</tr>
</tbody>
</table>
APPENDIX L

SAMPLE DEMOGRAPHICS BY GENDER

<table>
<thead>
<tr>
<th>Gender</th>
<th>n</th>
<th>Percentage of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>89</td>
<td>39.2%</td>
</tr>
<tr>
<td>Female</td>
<td>132</td>
<td>58.1%</td>
</tr>
<tr>
<td>I would prefer not to comment</td>
<td>4</td>
<td>1.8%</td>
</tr>
<tr>
<td>Missing</td>
<td>2</td>
<td>.9%</td>
</tr>
</tbody>
</table>
## APPENDIX M

### SAMPLE DEMOGRAPHICS BY EDUCATION

<table>
<thead>
<tr>
<th>Highest Degree Earned</th>
<th>n</th>
<th>Percentage of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master’s degree (e.g. MA, MS, Med)</td>
<td>117</td>
<td>51.5%</td>
</tr>
<tr>
<td>Professional degree (e.g. EdS)</td>
<td>31</td>
<td>13.7%</td>
</tr>
<tr>
<td>Doctorate (e.g. PhD, EdD)</td>
<td>74</td>
<td>32.6%</td>
</tr>
<tr>
<td>Other</td>
<td>2</td>
<td>.9%</td>
</tr>
<tr>
<td>Missing</td>
<td>3</td>
<td>1.3%</td>
</tr>
</tbody>
</table>
APPENDIX N

SAMPLE DEMOGRAPHICS BY LOCATION OF SCHOOL

<table>
<thead>
<tr>
<th>State</th>
<th>n</th>
<th>Percentage of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama</td>
<td>11</td>
<td>4.8%</td>
</tr>
<tr>
<td>Alaska</td>
<td>2</td>
<td>0.9%</td>
</tr>
<tr>
<td>Arkansas</td>
<td>2</td>
<td>0.9%</td>
</tr>
<tr>
<td>California</td>
<td>50</td>
<td>22.0%</td>
</tr>
<tr>
<td>Florida</td>
<td>15</td>
<td>6.6%</td>
</tr>
<tr>
<td>Georgia</td>
<td>5</td>
<td>2.2%</td>
</tr>
<tr>
<td>Kansas</td>
<td>4</td>
<td>1.8%</td>
</tr>
<tr>
<td>Kentucky</td>
<td>10</td>
<td>4.4%</td>
</tr>
<tr>
<td>Massachusetts</td>
<td>7</td>
<td>3.1%</td>
</tr>
<tr>
<td>Michigan</td>
<td>13</td>
<td>5.7%</td>
</tr>
<tr>
<td>Minnesota</td>
<td>10</td>
<td>4.4%</td>
</tr>
<tr>
<td>Mississippi</td>
<td>1</td>
<td>0.4%</td>
</tr>
<tr>
<td>Montana</td>
<td>4</td>
<td>1.8%</td>
</tr>
<tr>
<td>New Hampshire</td>
<td>1</td>
<td>0.4%</td>
</tr>
<tr>
<td>New Jersey</td>
<td>9</td>
<td>4.0%</td>
</tr>
<tr>
<td>New Mexico</td>
<td>4</td>
<td>1.8%</td>
</tr>
<tr>
<td>New York</td>
<td>1</td>
<td>0.4%</td>
</tr>
<tr>
<td>North Carolina</td>
<td>10</td>
<td>4.4%</td>
</tr>
<tr>
<td>Ohio</td>
<td>2</td>
<td>0.9%</td>
</tr>
<tr>
<td>Oklahoma</td>
<td>3</td>
<td>1.3%</td>
</tr>
<tr>
<td>Oregon</td>
<td>1</td>
<td>0.4%</td>
</tr>
<tr>
<td>Tennessee</td>
<td>28</td>
<td>12.3%</td>
</tr>
<tr>
<td>Texas</td>
<td>21</td>
<td>9.3%</td>
</tr>
<tr>
<td>Utah</td>
<td>1</td>
<td>0.4%</td>
</tr>
<tr>
<td>Virginia</td>
<td>1</td>
<td>0.4%</td>
</tr>
<tr>
<td>Washington</td>
<td>5</td>
<td>2.2%</td>
</tr>
<tr>
<td>Wisconsin</td>
<td>4</td>
<td>1.8%</td>
</tr>
<tr>
<td>Missing</td>
<td>2</td>
<td>0.9%</td>
</tr>
</tbody>
</table>
## APPENDIX O

### SAMPLE DEMOGRAPHICS BY SCHOOL’S URBANICITY

<table>
<thead>
<tr>
<th>Urbanicity of School</th>
<th>n</th>
<th>Percentage of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban</td>
<td>77</td>
<td>33.9%</td>
</tr>
<tr>
<td>Rural</td>
<td>63</td>
<td>27.8%</td>
</tr>
<tr>
<td>Suburban</td>
<td>86</td>
<td>37.9%</td>
</tr>
<tr>
<td>Missing</td>
<td>1</td>
<td>.4%</td>
</tr>
</tbody>
</table>
APPENDIX P

SAMPLE DEMOGRAPHICS BY SELF-IDENTIFICATION AS SOCIAL JUSTICE LEADER

<table>
<thead>
<tr>
<th>Would you consider yourself a social justice leader?</th>
<th>N</th>
<th>Percentage of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>152</td>
<td>67.0%</td>
</tr>
<tr>
<td>No</td>
<td>75</td>
<td>33.0%</td>
</tr>
</tbody>
</table>
## APPENDIX Q

### ITEM INFLUENCE

<table>
<thead>
<tr>
<th>Item</th>
<th>Supported by Article # in Meta-Analysis Concordance</th>
</tr>
</thead>
<tbody>
<tr>
<td>I actively work to understand my own bias so I can better counteract inequity within my school.</td>
<td>1, 8, 10, 12, 15, 16</td>
</tr>
<tr>
<td>I extend cultural respect to individuals from diverse backgrounds.</td>
<td>1, 6, 8, 10, 12, 16</td>
</tr>
<tr>
<td>I engage in self-reflective, critical, and collaborative work relationships.</td>
<td>1, 2, 8, 10, 12, 16</td>
</tr>
<tr>
<td>I work to develop a reflective consciousness.</td>
<td>1, 8, 10, 12, 15</td>
</tr>
<tr>
<td>I continuously reflect to avoid making unjust decisions.</td>
<td>1, 2, 7, 10, 11, 12, 14, 15</td>
</tr>
<tr>
<td>I am transparent about my practice as a school leader.</td>
<td>1, 2, 8, 9, 14</td>
</tr>
<tr>
<td>I consciously account for and resist my personal biases.</td>
<td>1, 8, 10, 12, 15, 16</td>
</tr>
<tr>
<td>I empower marginalized student groups through collaborative strategies.</td>
<td>1, 2, 6, 8, 10, 12, 13</td>
</tr>
<tr>
<td>I nurture socially conscientious teacher-leaders.</td>
<td>1, 2, 3, 4, 6, 8, 10, 12, 13, 17, 18</td>
</tr>
<tr>
<td>I enact solutions to structural injustices in education.</td>
<td>1, 2, 3, 5, 6, 8, 9, 10, 12, 13, 17, 18</td>
</tr>
<tr>
<td>I provide students with greater access to their culture.</td>
<td>3, 4, 6, 8, 18</td>
</tr>
<tr>
<td>I participate in political and policy-related advocacy work.</td>
<td>1, 2, 3, 7, 14</td>
</tr>
<tr>
<td>I prepare students to confront the challenges that face historically marginalized communities.</td>
<td>2, 8, 18</td>
</tr>
<tr>
<td>I engage in community organizing work.</td>
<td>1, 2, 3, 5, 7, 8, 9, 11, 14, 18</td>
</tr>
<tr>
<td>I engage in community advocacy work.</td>
<td>1, 2, 3, 5, 7, 8, 9, 11, 14, 18</td>
</tr>
<tr>
<td>I raise awareness to advance the school communities’ levels of understanding about social inequities.</td>
<td>1, 2, 3, 5, 7, 8, 9, 10, 11, 14, 18</td>
</tr>
<tr>
<td>I utilize parent networks to strategically recruit teachers, parents, and other community leaders with social justice agendas.</td>
<td>1, 2, 5, 6, 8, 11, 12, 14</td>
</tr>
</tbody>
</table>
I act as a catalyst for advocacy work within the community.

I access community cultural wealth to benefit my school.
### Descriptive Statistics for Components

<table>
<thead>
<tr>
<th>Component</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>School Specific Component</td>
<td>219</td>
<td>.00</td>
<td>6.00</td>
<td>4.53</td>
<td>.94</td>
</tr>
<tr>
<td>Equity Perspective Component</td>
<td>226</td>
<td>3.00</td>
<td>6.00</td>
<td>5.26</td>
<td>.69</td>
</tr>
<tr>
<td>Community Minded Component</td>
<td>224</td>
<td>.00</td>
<td>6.00</td>
<td>3.44</td>
<td>1.42</td>
</tr>
<tr>
<td>Self-Focused Component</td>
<td>224</td>
<td>.00</td>
<td>6.00</td>
<td>5.03</td>
<td>.77</td>
</tr>
</tbody>
</table>
APPENDIX S

PERCENTAGE OF VARIANCE EXPLAINED BY THE LINEAR RELATIONSHIP BETWEEN SJBS COMPONENTS AND SJS SUBSCALES ($r^2$)

<table>
<thead>
<tr>
<th></th>
<th>SJBS</th>
<th>SJBS</th>
<th>SJBS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Self</td>
<td>School</td>
<td>Comm</td>
</tr>
<tr>
<td></td>
<td>Focused</td>
<td>Specific</td>
<td>Minded</td>
</tr>
<tr>
<td>Attitudes (SJS)</td>
<td>.168</td>
<td>.230</td>
<td>.123</td>
</tr>
<tr>
<td>PBC (SJS)</td>
<td>.130</td>
<td>.102</td>
<td>.068</td>
</tr>
<tr>
<td>Subj Norms (SJS)</td>
<td>.063</td>
<td>.176</td>
<td>.160</td>
</tr>
<tr>
<td>Behavioral Intentions (SJS)</td>
<td>.137</td>
<td>.301</td>
<td>.185</td>
</tr>
</tbody>
</table>
VITA

Lee D. Flood was born in on Grissom Air Force Base in Peru, Indiana. The son of members of the Air Force, he spent his childhood split between Indiana, Wyoming, Texas, and Tennessee. He graduated from Wichita Falls High School in 2002 where he was a 1st Team Academic All-State Fullback. Lee temporarily attended TCU before, much like John Muir, he heeded the call of the mountains and moved to Gunnison, CO. He attended Western State College where he double majored in Business Administration and Recreation. Following graduation, Lee used his two degrees to fly fish, snowboard, coach football, and work seasonally at the airport and doing landscaping. While cutting grass one day, he had the epiphany to go back to school for his Master’s in Education so he could teach high school. Lee earned his Master’s from Western State College and student taught at Salida High School. Following his student teaching, Lee obtained a job as a teacher and head football coach at Center High School. After three years at Center High School, Lee moved to Knoxville to pursue a Ph.D. in the Department of Educational Leadership and Policy Studies at the University of Tennessee. While at the University of Tennessee, Lee worked in various graduate research roles including positions at the Center for Sports, Peace, and Society, the Student Success Center, and in the Educational Leadership and Policy Studies Department. In 2018, Lee was hired as a psychometrician at the University of Tennessee’s College of Veterinary Medicine. Lee received his Doctor of Philosophy in 2019. He also graduated with a minor in Statistics, a graduate certificate in Evaluation, Statistics, and Measurement, and earned his principal licensure for the state of Tennessee.