



It's Time to Address Equity in Leadership

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Development Without Limits

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Introductions

Jimena Quiroga Hopkins
Chief Program Officer
Development Without Limits

*“Without courage we cannot
practice any other virtue with
consistency.”*

-Maya Angelou



Introductions

Ruth Obel-Jorgensen
Executive Director
California School-Age
Consortium (CaSAC)

*“Harder on the system,
softer on the people”*
- unknown



Purpose & Agenda

To explore and identify ways to apply effective equity-driven leadership practices



Context Setting



Tools



Case Studies



Road Map



Introductions

Pair/Share

- What resonates most with you about the statements below?

- 1) My organizational leadership reflects the diversity of the line staff and youth served
- 2) My organization is new to addressing equity in leadership
- 3) My organization has encountered problems when addressing equity in leadership
- 4) I'm passionate about this topic and am ready to bring back resources
- 5) I'm nervous about how to begin to address leadership inequities

Context

Shifting the Paradigm

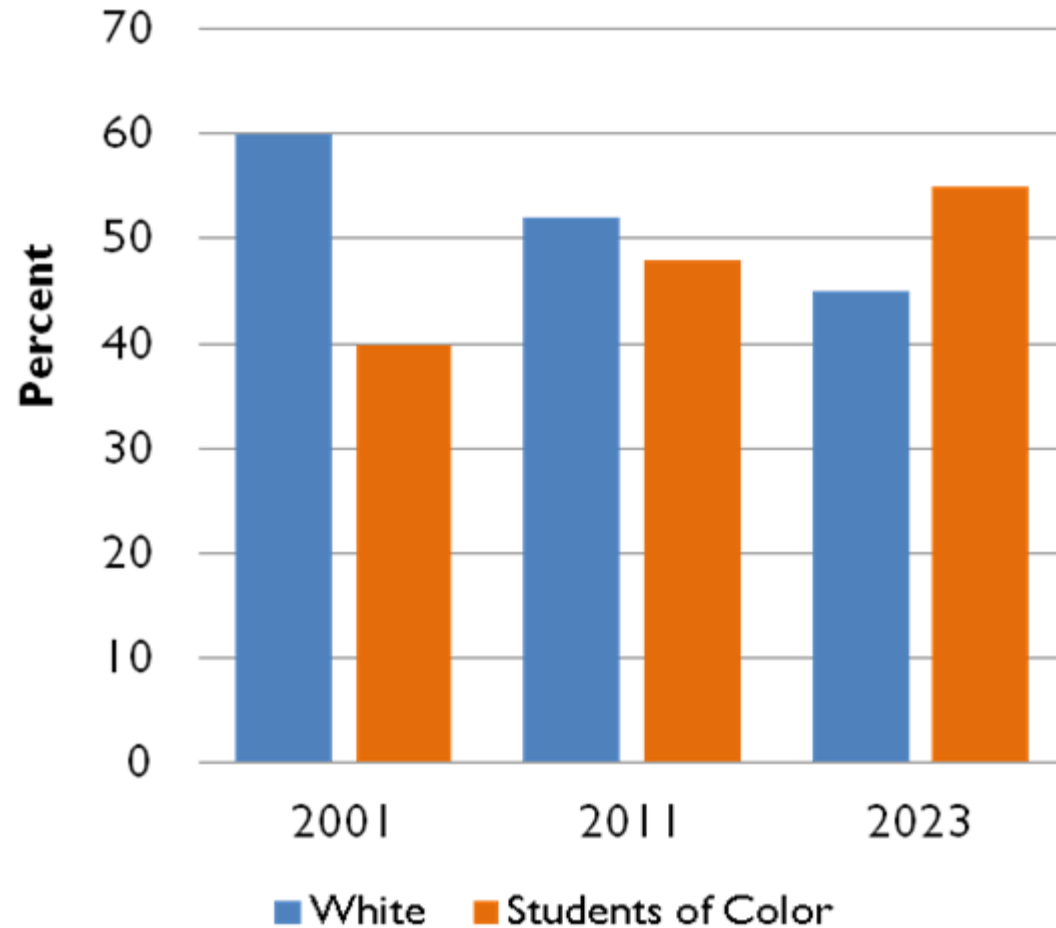
- Equity=Quality
- SEL intersection
- Courage and commitment



Context

For the first time, the overall number of students of color in the public K-12 classrooms is projected to surpass the number of non-Hispanic whites

National Center for Education
Statistics

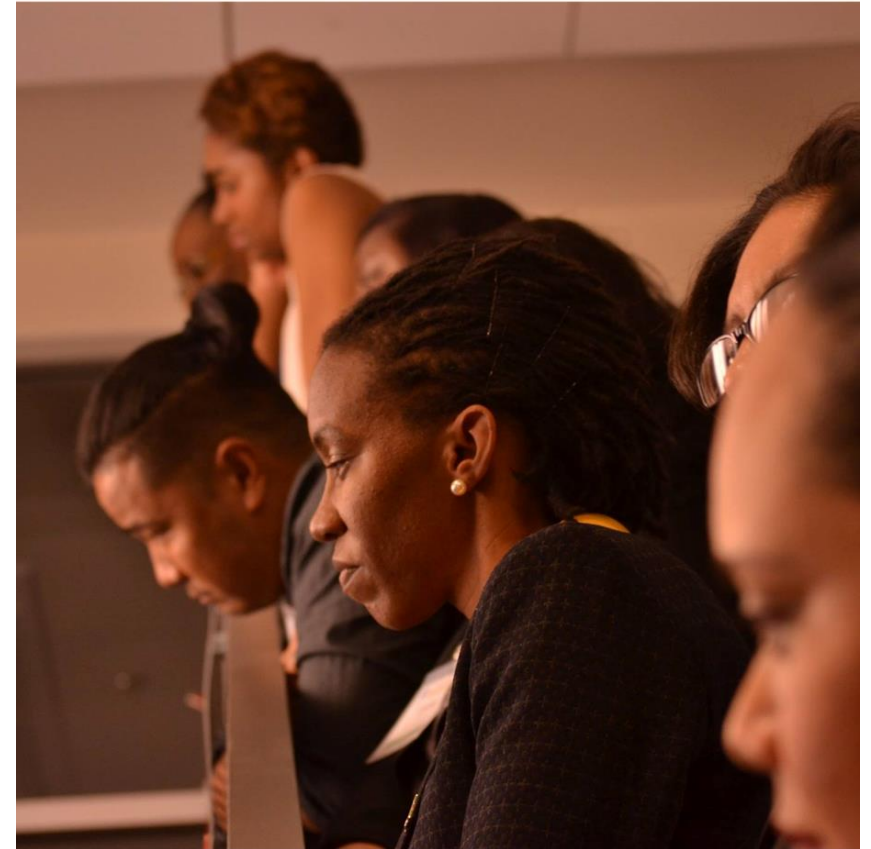


Context

- **Less than 20%** of nonprofit executives/CEOs are people of color
- People of color are more likely than whites to feel the **need to leave** their organizations in order to advance their careers
- People of color feel a **greater need to prepare** for executive level positions
- People of color aspire to nonprofit leadership **10% more** than their white colleagues

Ready to Lead

https://www.compasspoint.org/sites/default/files/documents/521_readytolead2008.pdf



Context

What does it take?

- People
 - Holding up the mirror
- Practices
 - Curriculum and programming
- Policies
 - Organizational policies and norms



Context

Definitions

- Equity:
 - An approach that ensures access to the same opportunities
 - Acknowledges unequal starting place and correct the imbalance
 - May involve providing greater resources to compensate for past exclusion and discrimination
 - Is a verb; it is a process, not an end point



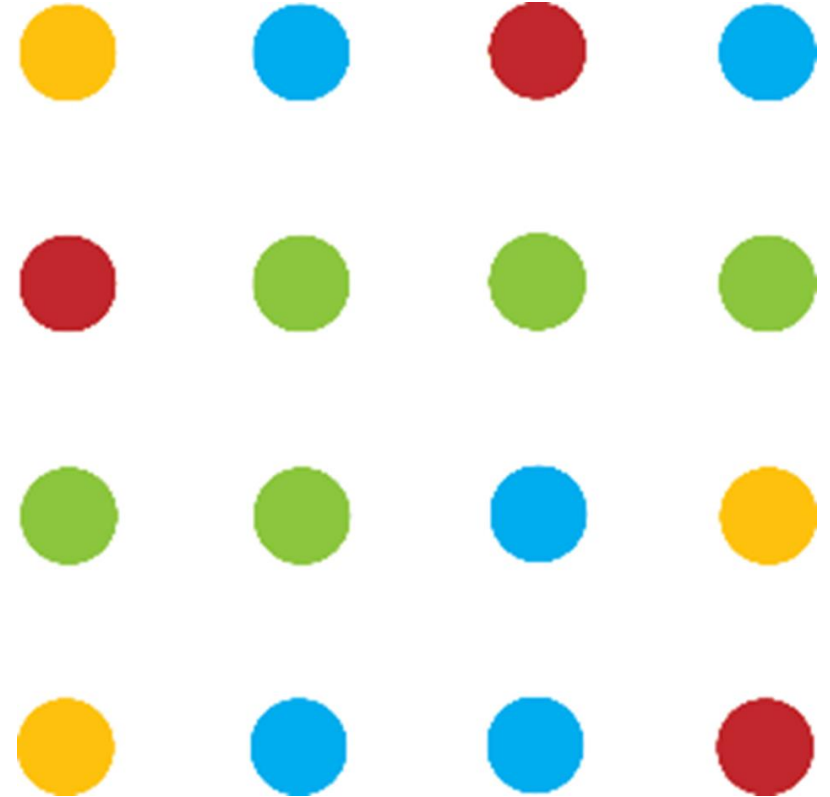
Image: Race Matters Institute



Tools: Can We Talk

Activity Instructions

- There are charts on the walls which consist of some of the most common equity-related issues.
- At your tables, you will find sticker dots. Take one sticker dot per chart paper and place one dot per chart in the appropriate box.
- Return to your seat after you have placed one sticker at every chart.





Tools: Can We Talk

Table Discussion

- As you look at the charts what do you see? Any trends? Anything surprising or expected?
- What kind of resistance comes up in your organization around some of these topics?
- How does your organization or program currently address some of these topics?
- What are some ideas for deepening dialogue related to topics that are not currently talked about?

Tools: Can We Talk

Tips for implementing

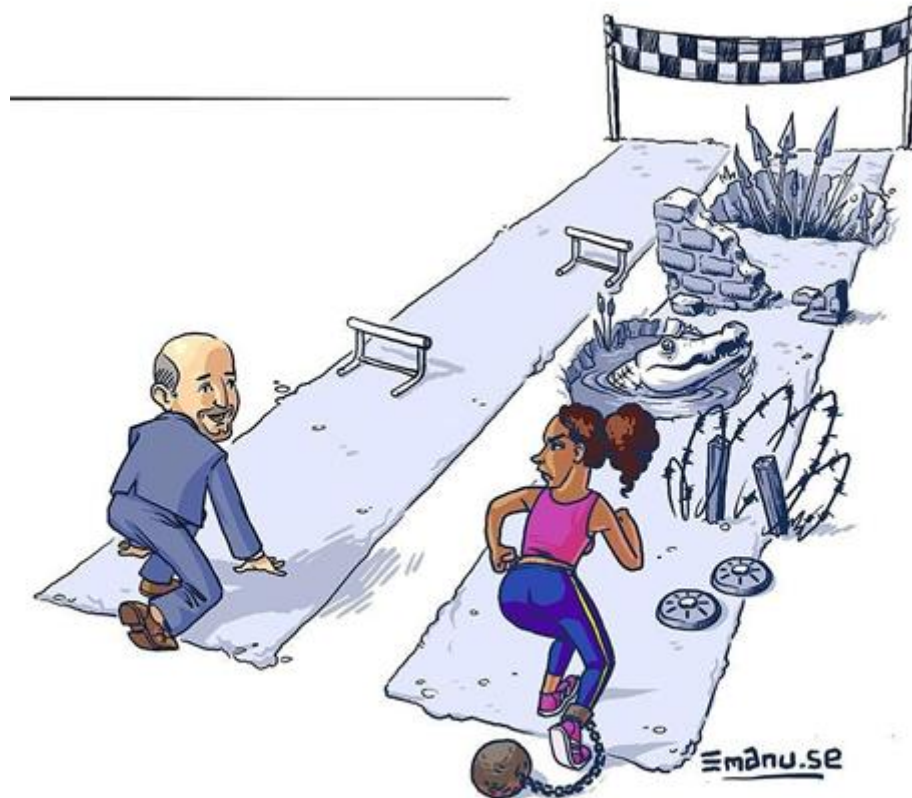
- Be patient and persistent
- Be proactive vs. reactive
- Don't take shortcuts
- Bring in outside skilled facilitator
- Meet people where they are AND push beyond the boundaries of comfort





Tools: Cycle of Socialization

Understanding
Privilege &
Oppression



“What’s the matter?
It’s the same distance!”

Tools: Cycle of Socialization

Privilege

- Characteristically invisible if you have it
- People in dominant groups - often believe that everyone could have access if only they worked to earn it
- Privileges are unearned
- Gives advantages, favors and benefits to members of dominant groups at the expense of members of another group(s)

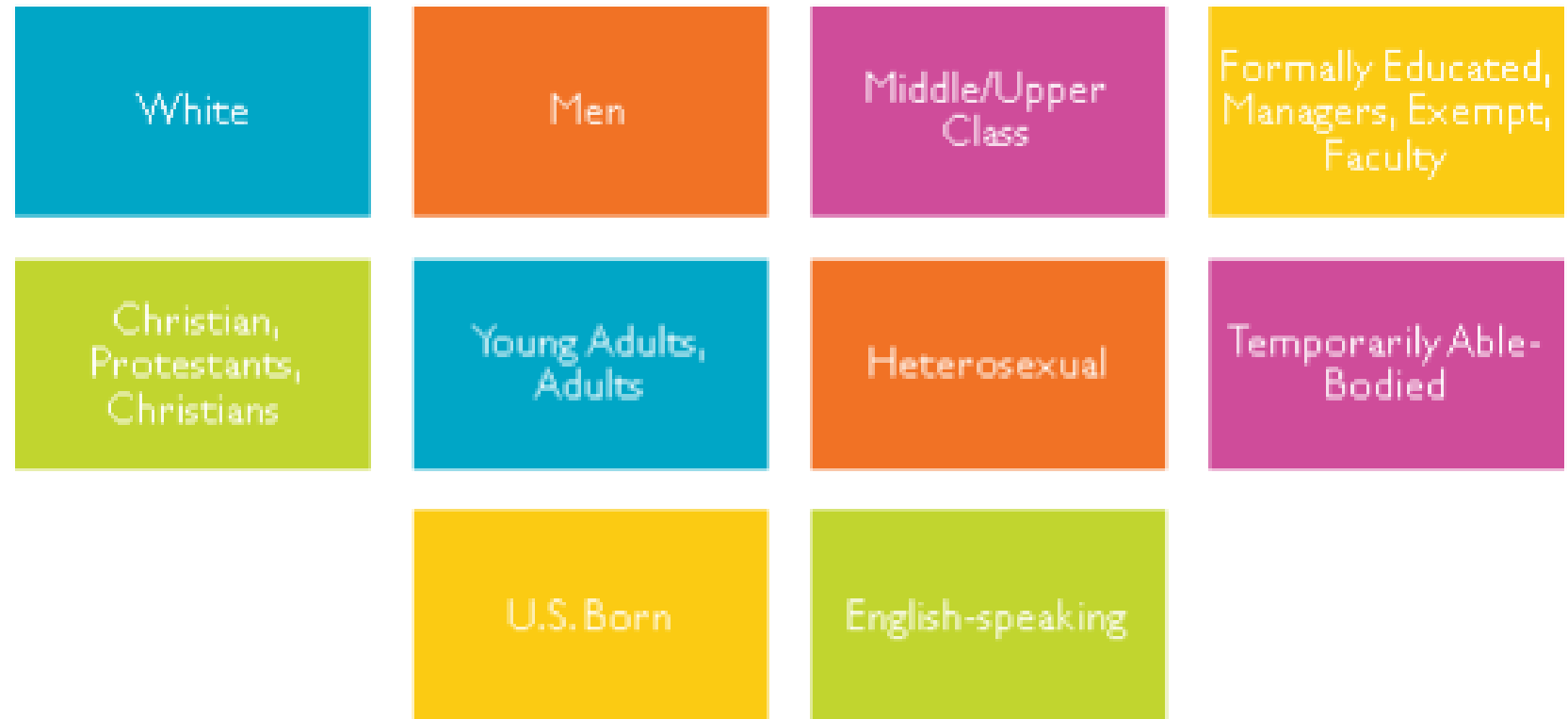
I cannot be blind to
the invisible system of
privilege I am a part of.



Tools: Cycle of Socialization

Privilege

- In the US, privilege is granted to people who have membership in one or more of these groups



Tools: Cycle of Socialization

Oppression

- A system of advantages, entitlements and benefits based on group membership
- Allows for the systemic mistreatment of others

“Oppression is the losing end of privilege” - Allen Johnson

Cultural and Societal	Norms, truths, beauty, right and wrong
Institutional	Written rules, laws, policies and practices
Interpersonal	Actions and behaviors based on beliefs (intentional and unintentional)
Personal	Attitudes, beliefs and assumptions (conscious or unconscious)



Tools: Cycle of Socialization

The Cycle of Socialization

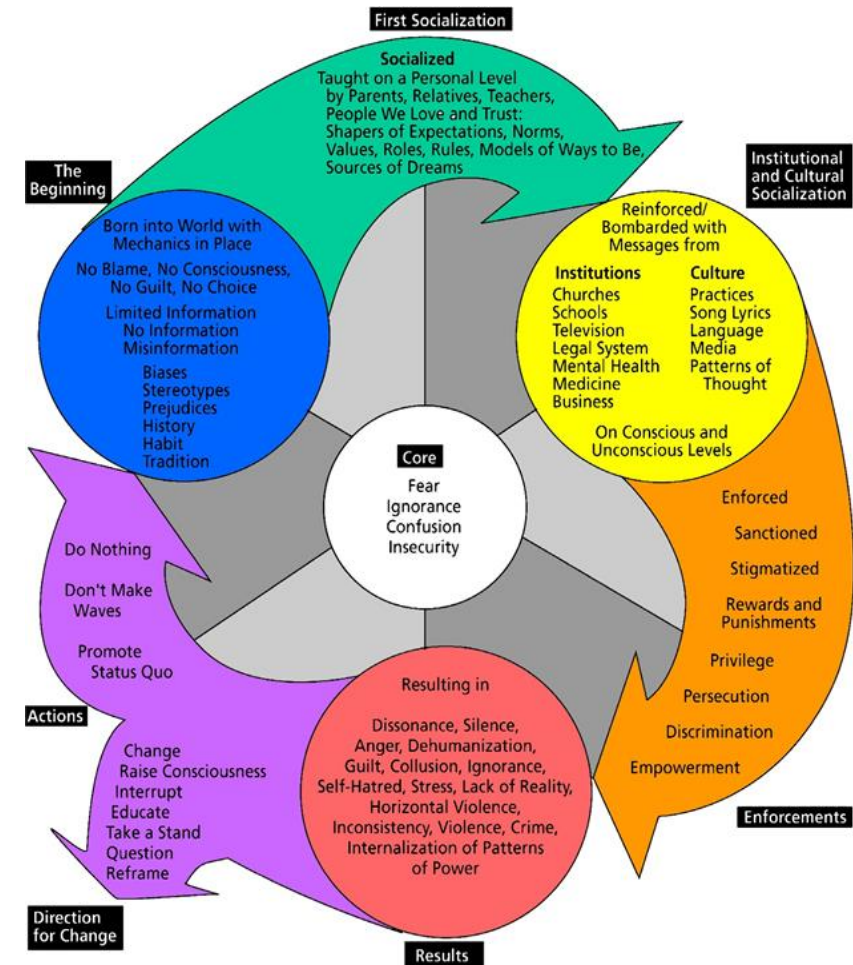
- The Beginning
- First Socialization
- Institutional and Cultural Socialization
- Enforcements
- Results
- Actions or Direction for Change
- At the Core



Tools: Cycle of Socialization

Activity instructions

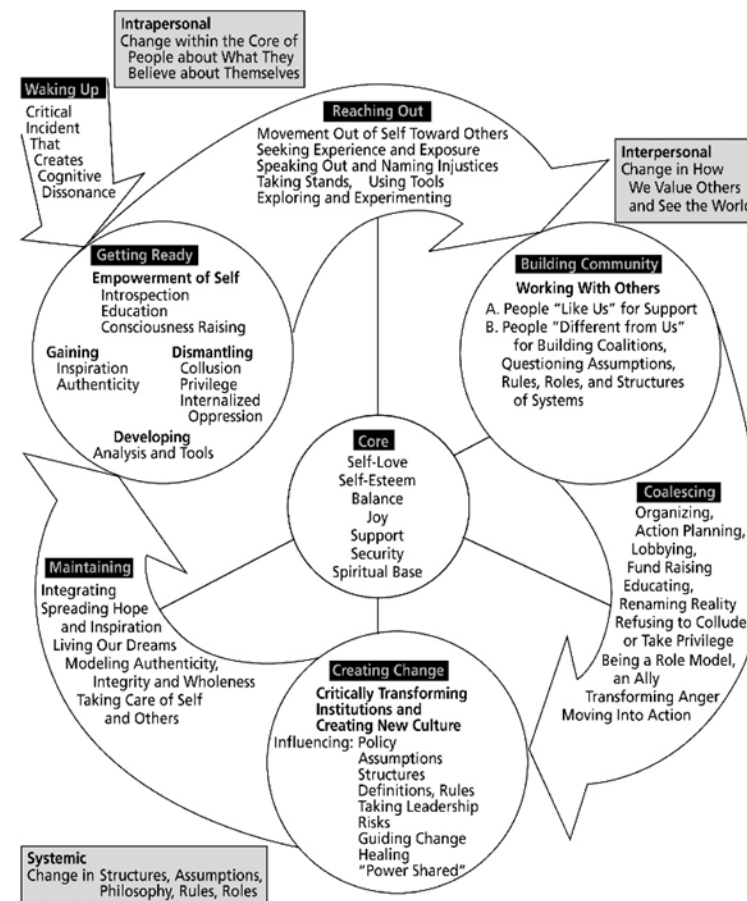
- Select one identity group
- Complete cycle of socialization worksheet
- Reflect
 - How do my early life experiences influence me as a leader today?



Tools: Cycle of Socialization

Continuous personal growth and liberation

- Readings
- Discussion groups
- Training
- Journaling
- Cycle of Socialization
- Cycle of liberation
- Others?



Case Studies

Massachusetts Department of Elementary and Secondary Education 21st CCLCs

- Leadership Training and PLC
- Ongoing Professional Development
 - Online Content
 - In-person trainings
- Assessment Tool Alignment



Case Studies



Techbridge Girls

- Professional Development
 - Align with strategic plan
- Curriculum Review
- Evaluation Alignment



Case Studies

California School-Age Consortium

- Equity reflected in management/operations policy and practices
 - Reflected in organizational values, strategy, staff culture guide, website
 - Recruitment & selection of leadership
 - Compensation package: pay banding, advancement, development
 - Whole person meeting design: check-ins at start of meetings, closing appreciations
 - Executive transition process: diverse transition team, staff partners in process
- Programs reflect commitment to equity
 - Recruitment and selection of participants and leadership roles
 - Training curriculum: equity-lens, equity specific content
 - Fellowship for leaders of color



Case Studies

Table Discussions

- What is applicable to your organization?
- What do you want to try on?
- What challenges have you faced or would you anticipate facing?



Road Map

Tools & Resources

- Specific to OST/Expanded Learning
 - [Development Without Limits](#)
 - Equity institutes, organizational support, content specific PD
 - Support with programmatic alignment (assessment tools/curriculum)
 - One-on-one leadership coaching
 - [California School-Age Consortium](#)
 - Leadership development fellowships and retreats
 - Leadership program design and facilitation
 - Equity training and retreats
- Additional Recommendations
 - [National Equity Project](#)
 - [Equity Meets Design](#)
 - [CompassPoint](#)
 - [National Coalition Building Institute](#)
 - [Race Matters Institute](#)
 - [Aspen Institute](#)
 - [Transforming White Privilege](#)
 - [Racial Equity Tools](#)

Road Map

Instructions

- Using the “Roadmap” handout, reflect on today’s content and fill out the key takeaways and implications for your organization sections.
- Then note 1 action step you can take to continue to move this work forward for yourself and your organization.



Thank You

Evaluation

- Download Convention App and add this session to your agenda to evaluate!

Stay in Touch

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