

SHARED EQUITY LEADERSHIP

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On Shared Equity Leadership Series

Shared Equity Leadership

Making Equity Everyone's Work



ACE American
Council on
Education

USC Rossier
Pulias Center for
Higher Education

BACKGROUND

- ***Shared Leadership Report***- role of shared leadership for transformation -- <https://www.acenet.edu/Documents/Shared-Leadership-in-Higher-Education.pdf>
- ***Creating a Diverse Student Success Infrastructure*** –role of shared leadership for transformation -- <https://www.acenet.edu/Documents/Creating-a-Diverse-Student-Success-Infrastructure.pdf>
- **Equity minded leadership** – equity minded leadership <https://cue.usc.edu/about/equity/equity-mindedness/>
- **Higher Education Administration for Social Justice and Equity** -- <https://www.routledge.com/Higher-Education-Administration-for-Social-Justice-and-Equity-Critical/Kezar-Posselt/p/book/9781138351684>

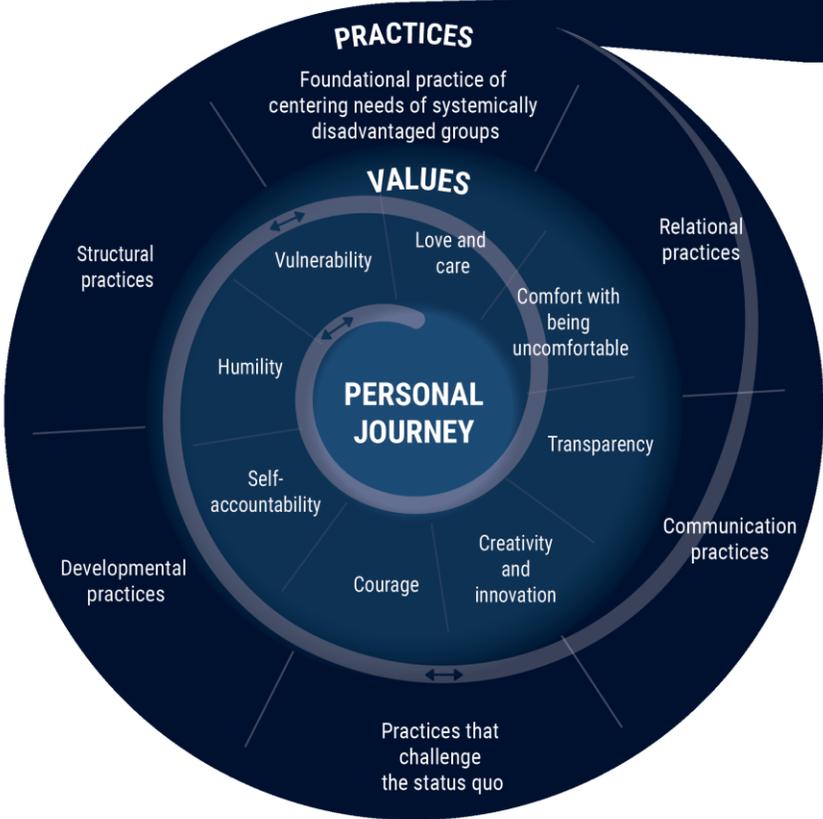
WHY A SHARED LEADERSHIP APPROACH?

- Research indicates that complex challenges such as transforming institutions to become more equitable requires shared leadership that includes administrators at all levels, faculty, and staff (Kezar & Holcombe, 2017; Pearce & Conger, 2003).
- Shared leadership includes multiple stakeholders (e.g., faculty, staff, students) in agenda-setting and decision-making and can produce better decisions and outcomes for teams and organizations (Bass & Bass, 2008; Bolden, 2011; Kezar & Holcombe, 2017; Pearce & Conger, 2003; Zhu et al, 2018).

WHY AND HOW SHARED EQUITY LEADERSHIP WORKS

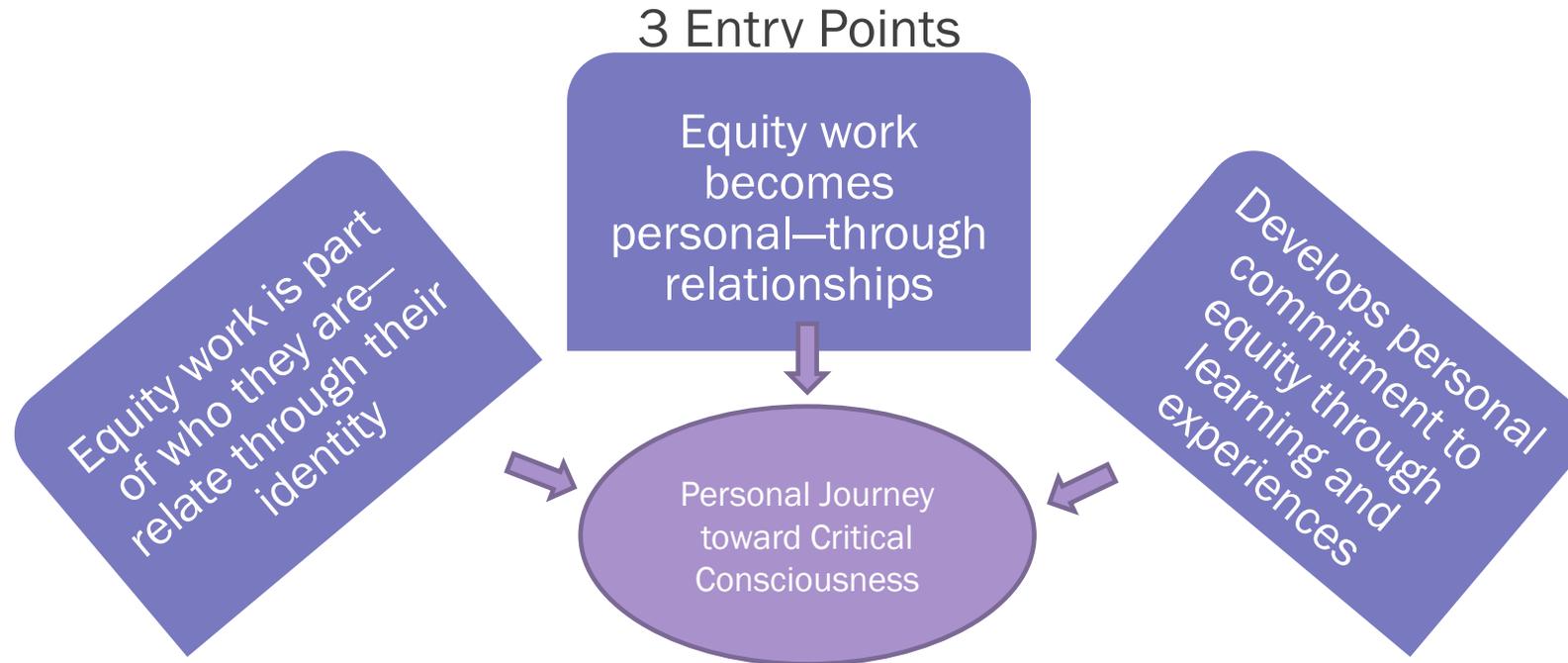
- Makes equity and student success everyone's work
- Ties personal and organizational work
- Transformational and not transactional, changes culture
- Builds in structures and accountability
- Builds authentic relationships, trust, and processes key emotions that are part of racial equity work

SHARED EQUITY LEADERSHIP



RELATIONAL	COMMUNICATION	CHALLENGE STATUS QUO	DEVELOPMENTAL	STRUCTURAL
Building trust	Using language intentionally	Diminishing hierarchy	Learning	Hiring diverse leaders
Cultivating positive relationships	Setting expectations for the long term	Questioning	Helping others learn	Making decisions with a systemic lens
Welcoming disagreements and tensions	Listening	Disrupting	Modeling	Creating rewards and incentives
				Implementing new approaches to accountability

PERSONAL JOURNEY



PERSONAL JOURNEY REFLECTIONS – 2-3 MINUTES AND SHARE IDEAS IN THE CHAT

- Personal transformation is important to beginning the work of shared equity leadership, what was your entry point to this work? Where are you on your journey and how do you need to continue in terms of your personal transformation, e. g. what values and practices might you be working on?
- For those who have not started the work of personal transformation, how might you see yourself entering this work?
- As a campus, what type of professional development might we offer to support individuals on their personal journey work?

VALUES

Love and Care

Vulnerability

Humility

Courage

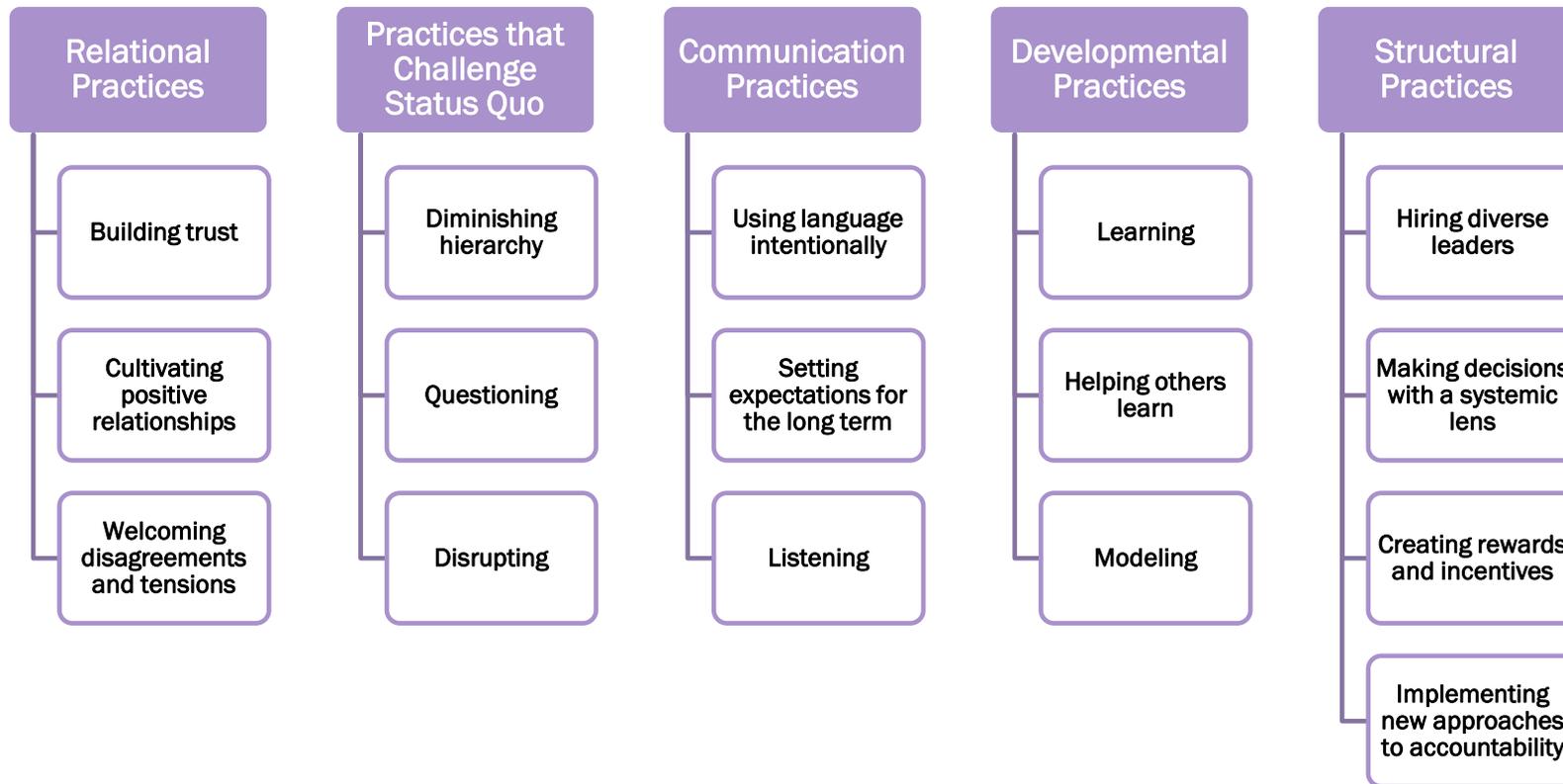
Transparency

Comfort with Being Uncomfortable

Self-Accountability

Creativity and Innovation

PRACTICES



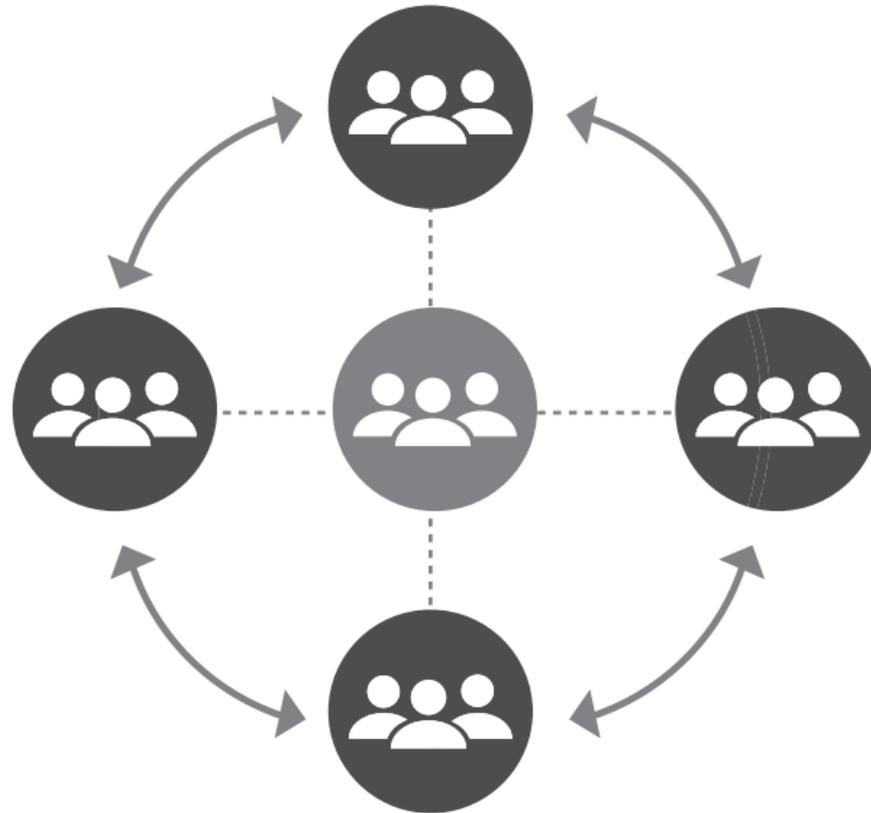
REFLECTIONS ON VALUES AND PRACTICES: SHARE IDEAS IN THE CHAT

- How might I work with faculty and/or staff in order to help them see equity as part of their work? Which of the values and practices described might I begin to implement to broaden involvement and create shared equity leadership?
- What type of professional development and support might we offer to help individuals in building their capacity for shared equity leadership? E.g. How to work in cross functional teams? How to facilitate team work? On equitymindedness?

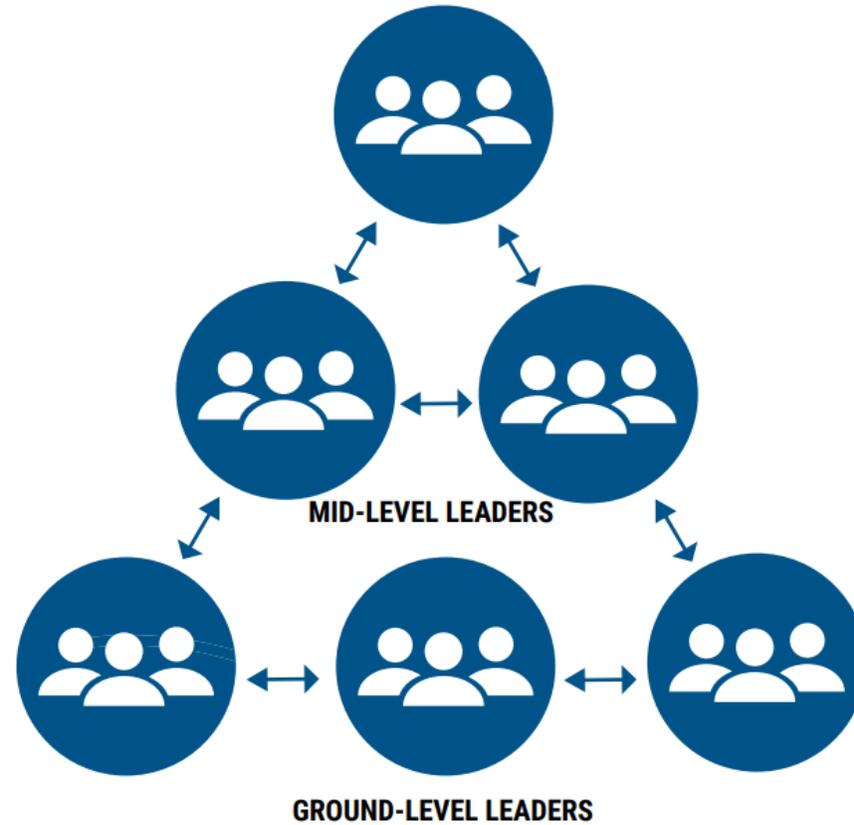
4 DIFFERENT SHARED/TEAM STRUCTURES FOR ENACTING SEL

- Woven Model
- Hub and Spoke Model
- Highly Structured Model
- Bridging Model

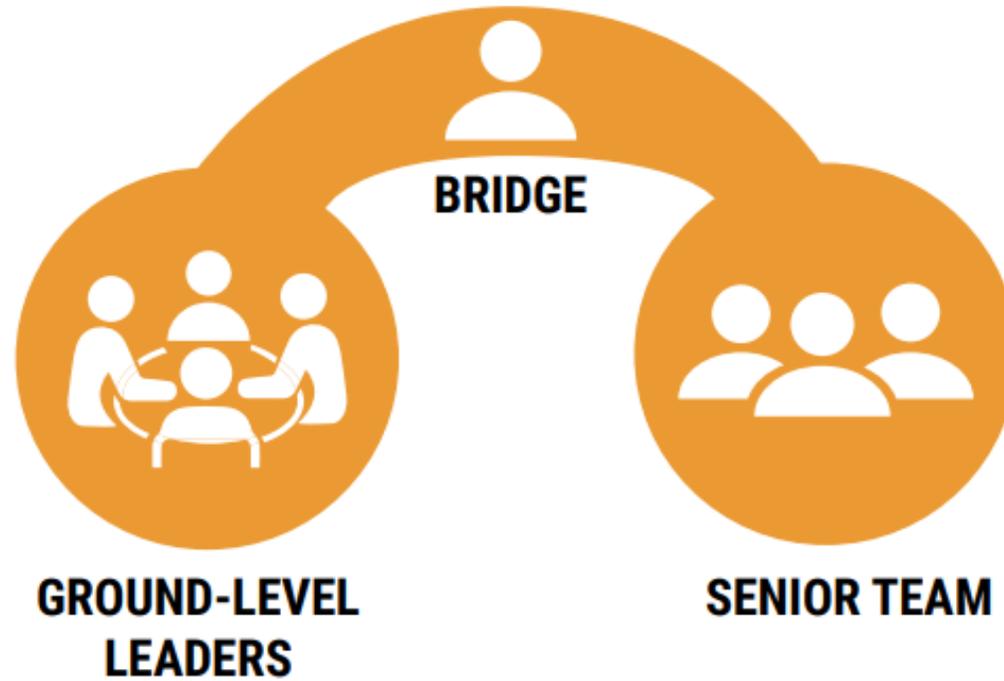
HUB AND SPOKE MODEL



HIGHLY STRUCTURED MODEL



BRIDGING MODEL



WOVEN MODEL





RECOMMENDATIONS FOR STARTING THIS WORK

- Thoughtfully and carefully select a diverse set of leaders
- Carefully orient and socialize the team to shared equity leadership (SEL)
- Provide and require ongoing training SEL
- Create spaces that support personal journey work and individual transformation
- Openly discuss and model SEL values
- Make data accessible and understandable
- Be transparent about institutional history



RECOMMENDATIONS FOR STARTING THIS WORK

- **Make equity leadership commonplace**
- **Reflect on context**
- **Engage with emotions**
- **Be flexible and creative with accountability and measures of success**
- **Incentivize and reward the work**

CAMPUS REFLECTIONS – SUBMIT THOUGHTS TO THE CHAT

- Question for now: If I were to build a team to start this work, who would I include? What first steps noted are one's we have done, what areas do we need to lay groundwork?
- *Question as you return to campus and for campus leaders*: Which model might fit best for our campus? How would we restructure our work so that we implement such a model on our campus?
- How might we build this work into performance systems? Into campus budgeting? How might we rethink accountability systems?

FURTHER RESOURCES

- SEL Toolkit in conference resources: worksheet for individuals on personal journey and for teams on practices and values
- Report 2 on structures plus primers and blog posts-
<https://www.acenet.edu/Research-Insights/Pages/Diversity-Inclusion/Shared-Equity-Leadership.aspx>
- See ACE website in next 6 months for 5 additional reports on accountability, differences by role, emotional labor, capacity building and other resources

Q&A

