

INFORMING
CHANGE



JUSTICE
OUTSIDE

**The
Lawrence
Hall of
Science**
UNIVERSITY OF CALIFORNIA, BERKELEY

Amplifying the Personal and the Conditional in Evaluating Racial Equity Change at the Organizational Level

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PREPARED BY
Informing Change

PREPARED FOR
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What is Racial Equity?

(to us)

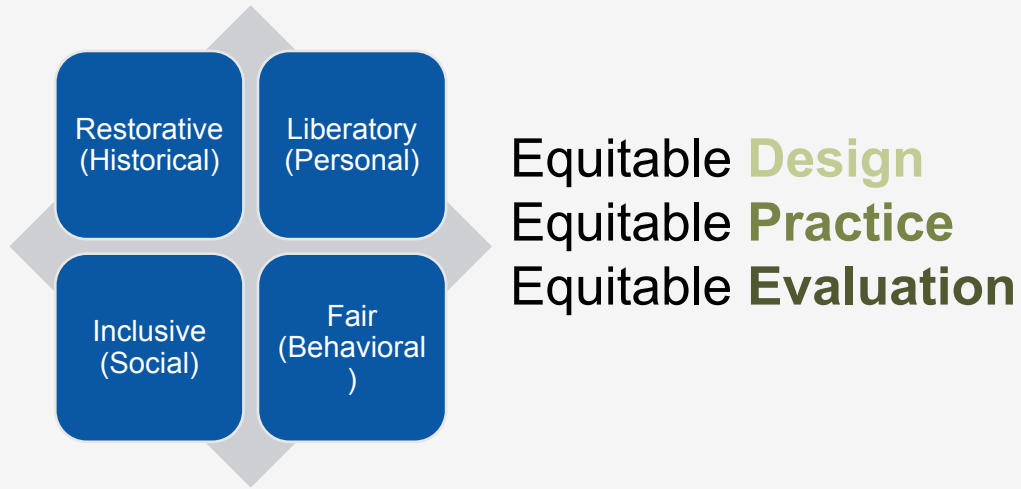


What is Racial Equity?

(to us)



Equitable **Design**
Equitable **Practice**
Equitable **Evaluation**



TENSIONS

How much is **too much**?
How much is **too little**?

Sharing responsibility
Holding accountable

Focus on **the person**
Focus on **the system**

What do we **want** to do/learn?
What do we **need** to do/learn?

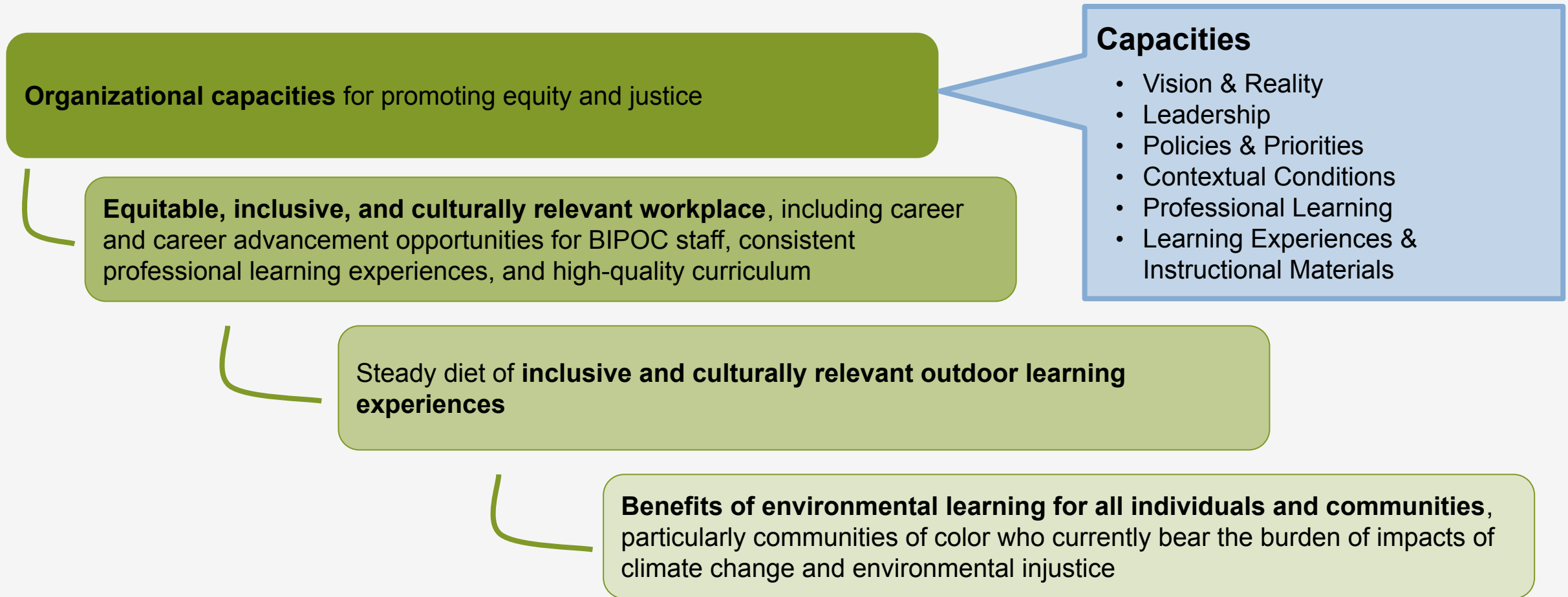
Working Toward Racial Equity (WTRE) Workshop Series

Goals

- Improve **capacities of organizations** to make systemic improvements toward racial equity in their work environment.
- Develop a **broadly implementable model** for organizations.

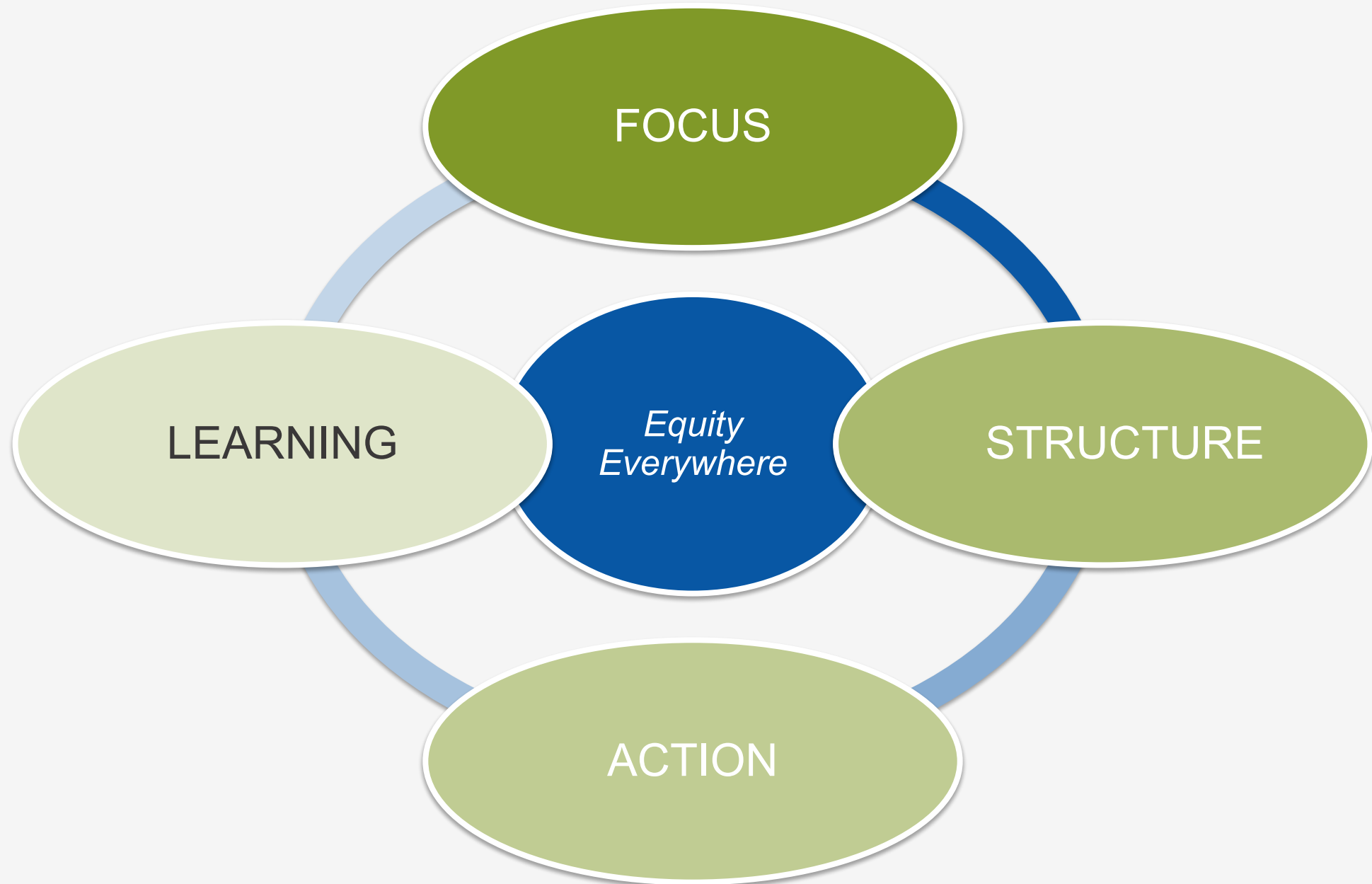
Overview

- 20 environmental, outdoor science organizations
- 2-year series
- Capacity-building support
- Centers racial equity



Ultimate Outcome:

An outdoor science and environmental education field that centers BIPOC voices, experiences, and communities



Our Teams

IC = Informing Change
JO = Justice Outside
LHS = Lawrence Hall of Science

Program (JO + LHS)



Shivani Chanillo (JO)



Laura Rodriguez (JO)



Jedda Foreman (LHS)



Mo Henigman (LHS)



Craig Strang (LHS)

Research (LHS)



Kelly Grindstaff



Valeria Romero



Aujanèe Young

Evaluation (IC)



Michael Arnold



Zoe Bell



Inti Chomsky

Research & Evaluation Advisory Groups (REAG)

- Comprised of past and present participants and other professionals of color.
- Assist with research in instrument development, analysis frameworks, case site selection, and will be a part of sensemaking.
- Compensate REAG participants for their time and expertise.

R&E Sharing and Feedback Sessions

- Desire to involve participants and not be extractive.
- Results mean more when participants weigh in. Their feedback helps us think about how to interpret and frame future results.
- Cohort 1 feedback was used quickly to make changes for Cohort 2.

Guiding Evaluation & Research Questions

Evaluation

- Experience of (a) participants and (b) implementers
- Model's effectiveness in building shared language and understanding of JEDI & SJ
- Model's field contribution

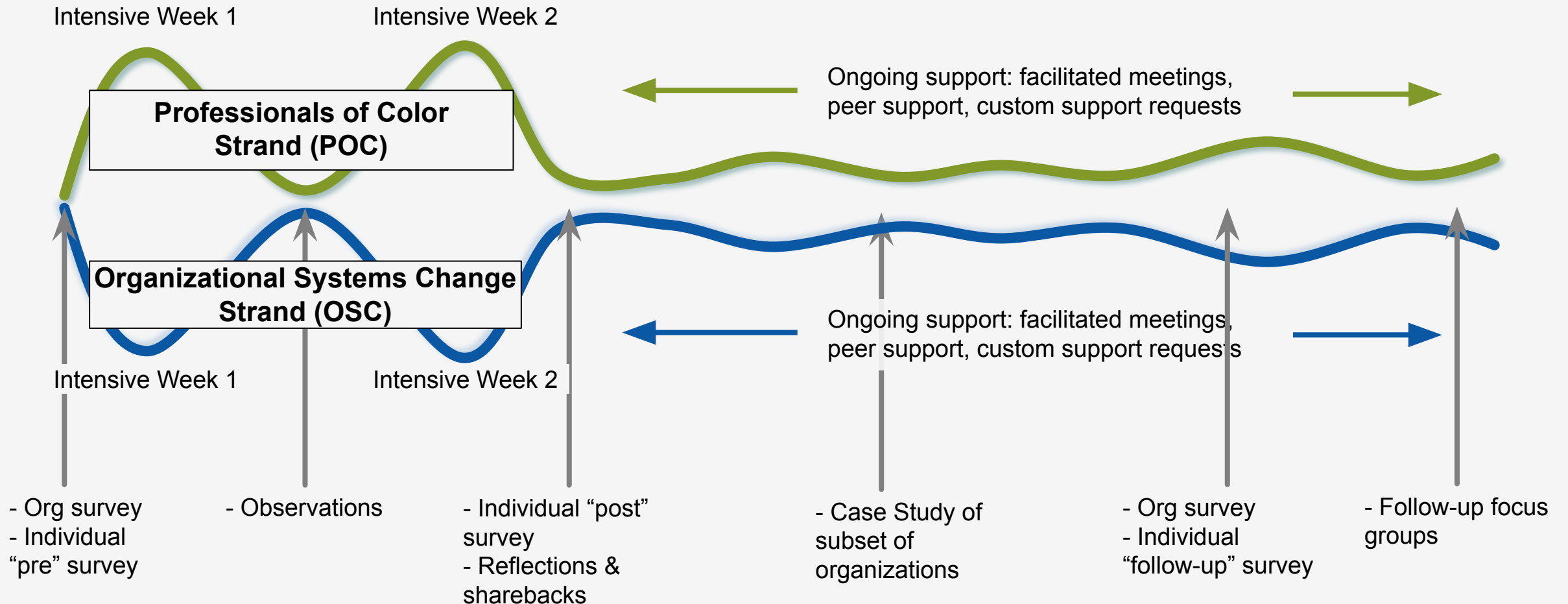
Research

- Institutional change
- Organizational capacity to support leadership pathways for professionals of color
- Sense of belonging among professionals of color

2-Year WTRE Program

~5-month intensive

Ongoing support



WTRE Program Activities

Facilitated meeting rotation

- Organization systems change (OSC) teams
- Professionals of color (POC)
- Office hours

Participant-led activities

- Organization partner sharing
- Peer mentorship pairs (POC strand only)
- Book club groups

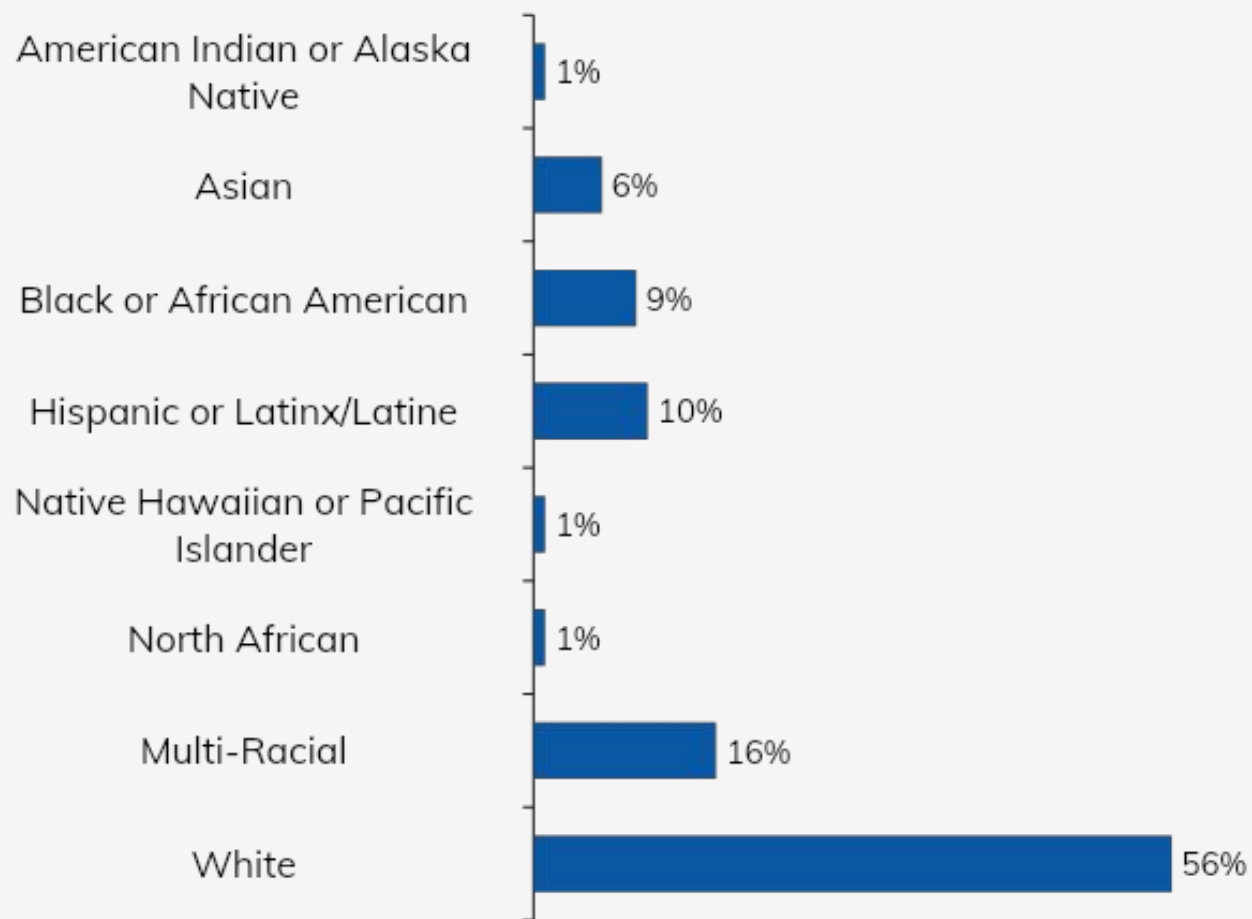
Custom support for organizations

- Examples: document review, vision workshops, navigating challenging interpersonal dynamics, supporting launch of organization-wide affinity spaces, planning board training

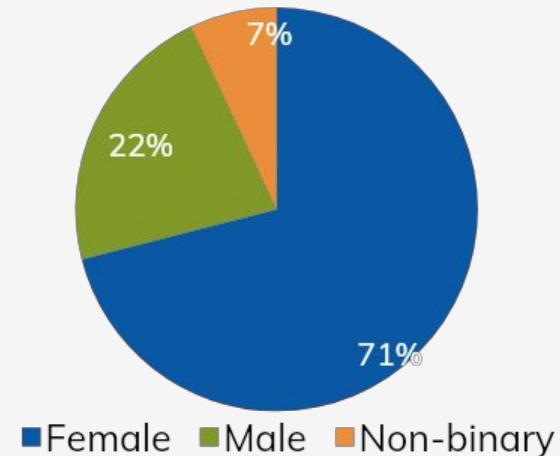
Communication

- Slack channels
- Gots & needs as a consistent feedback loop

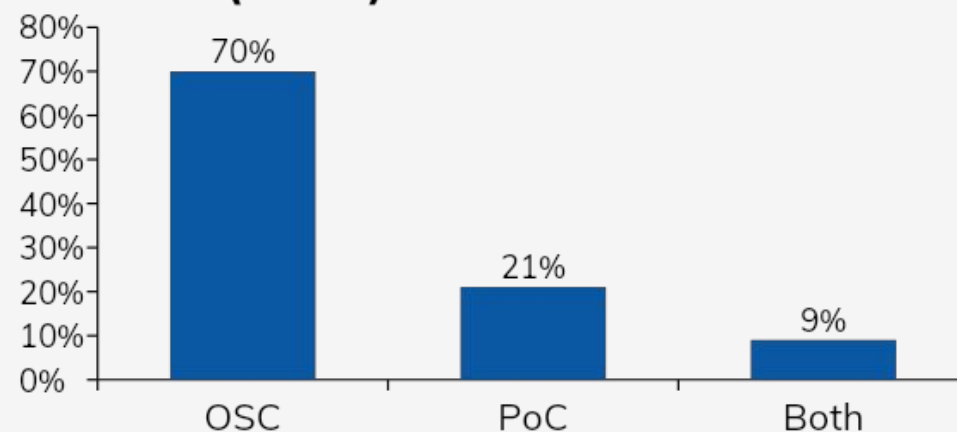
WTRE participant racial identity (n=165)



GENDER (n=165)

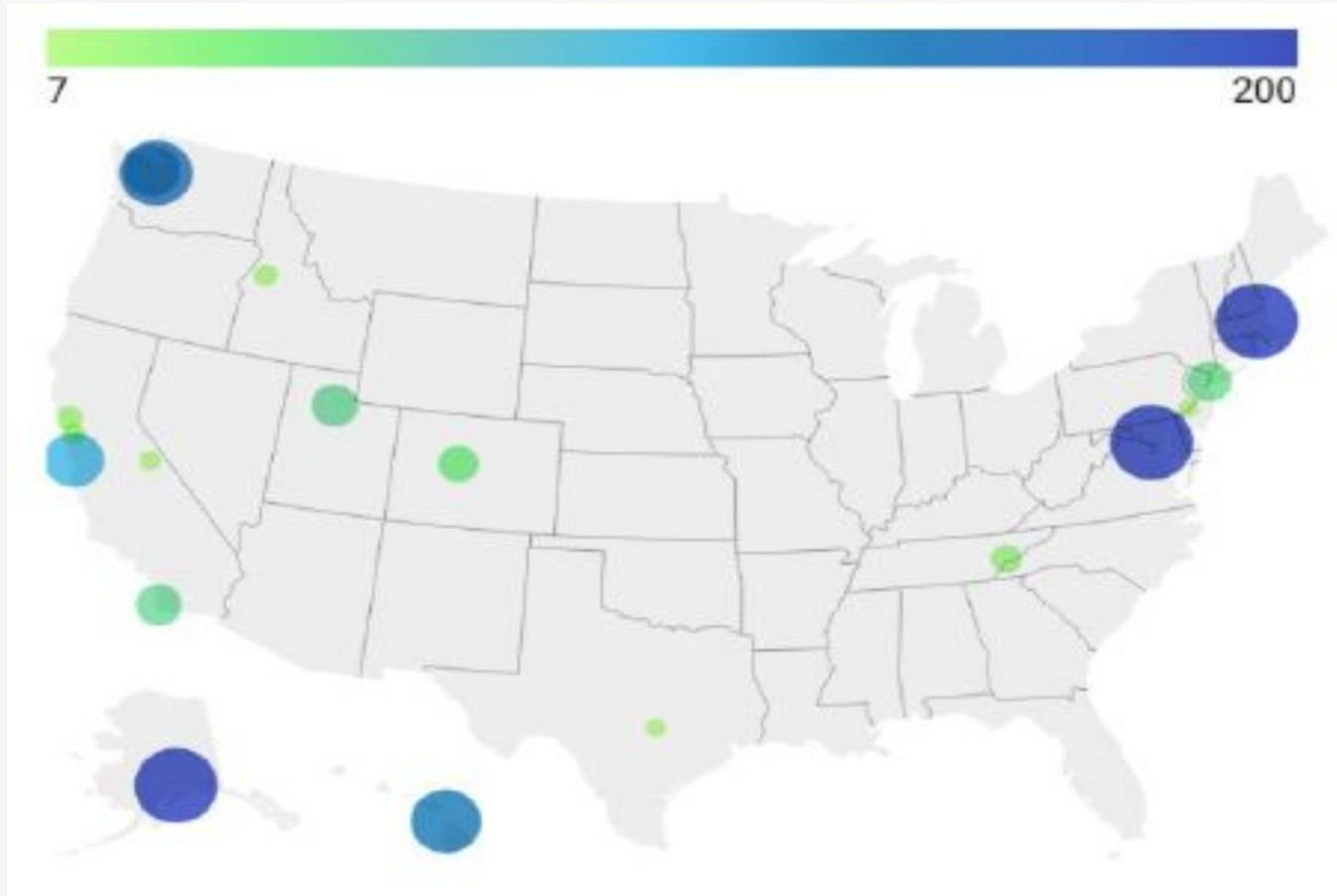


STRAND PARTICIPATION (COHORTS 1 & 2) (n=169)

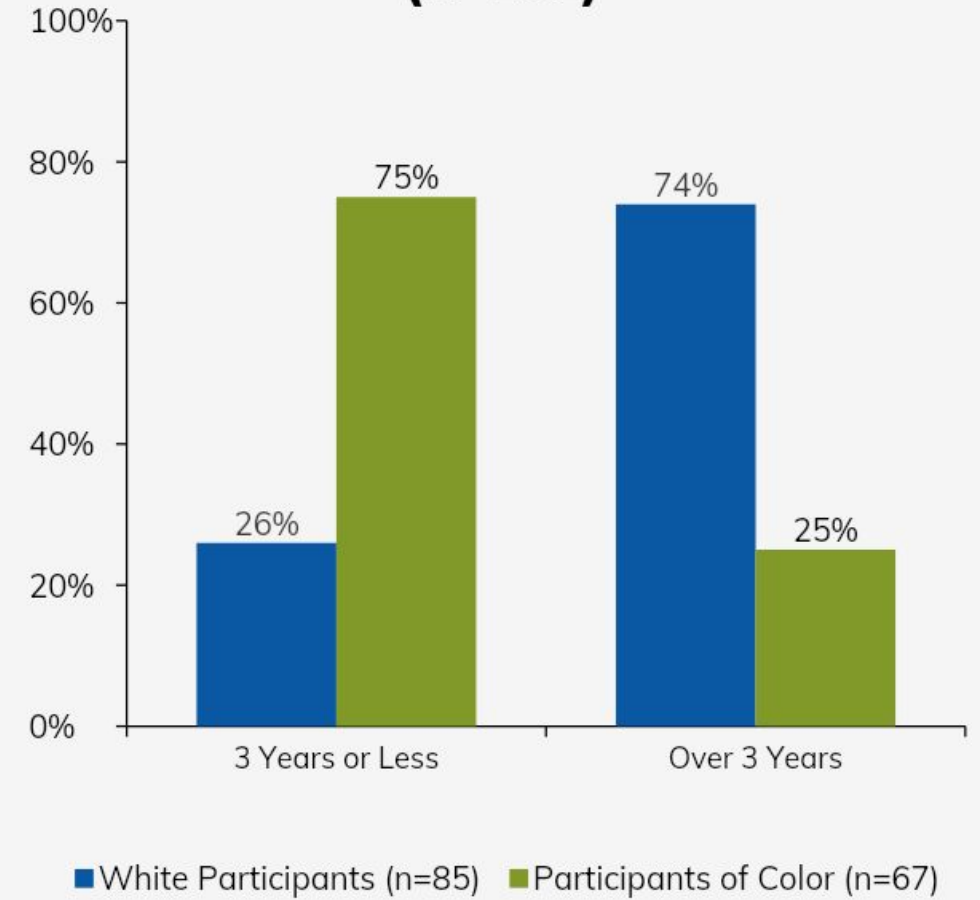


Data is from WTRE Cohort 1 & 2 participant surveys

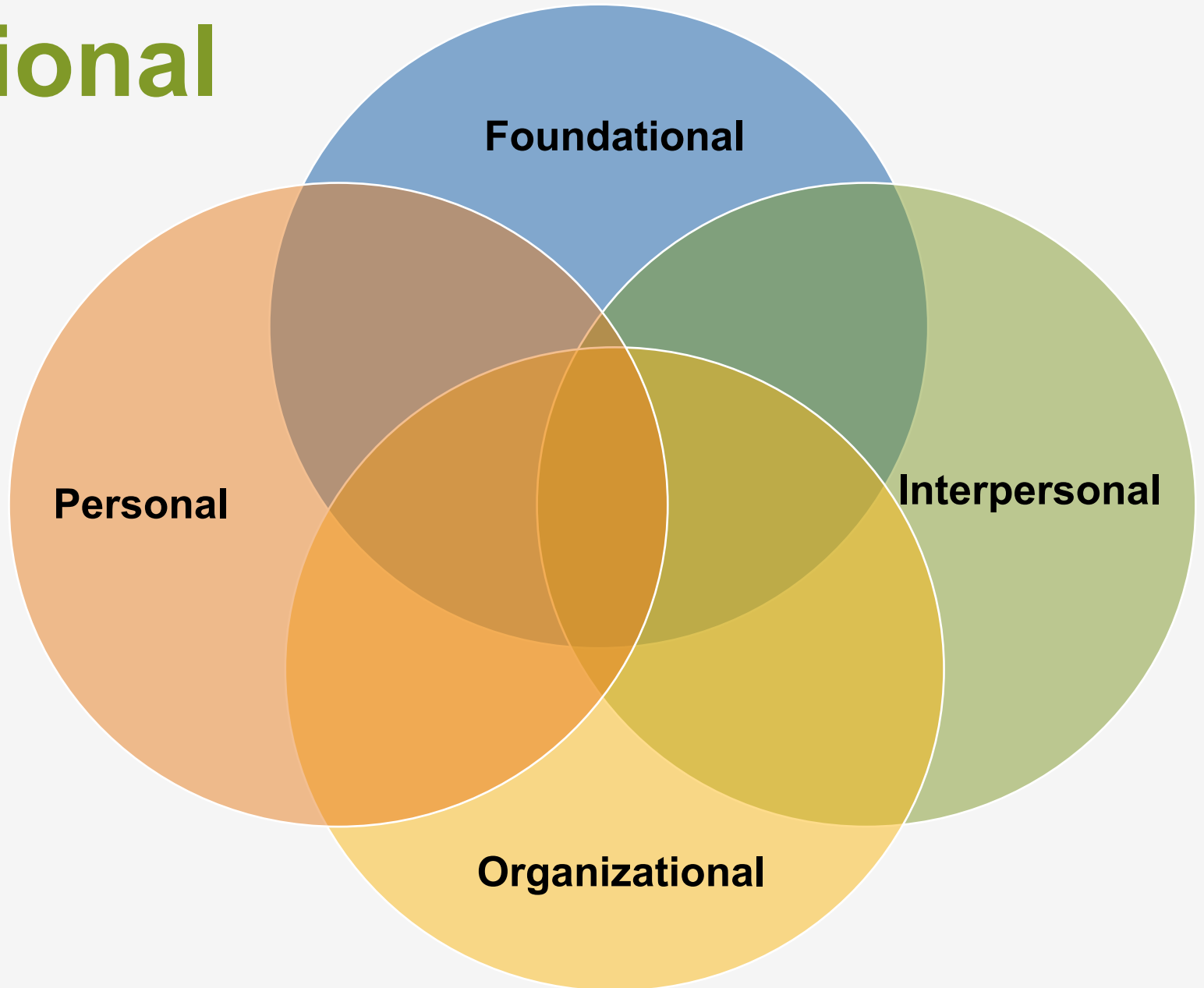
ORGANIZATION SIZE (n=20)



TENURE AT ORGANIZATION (n=152)

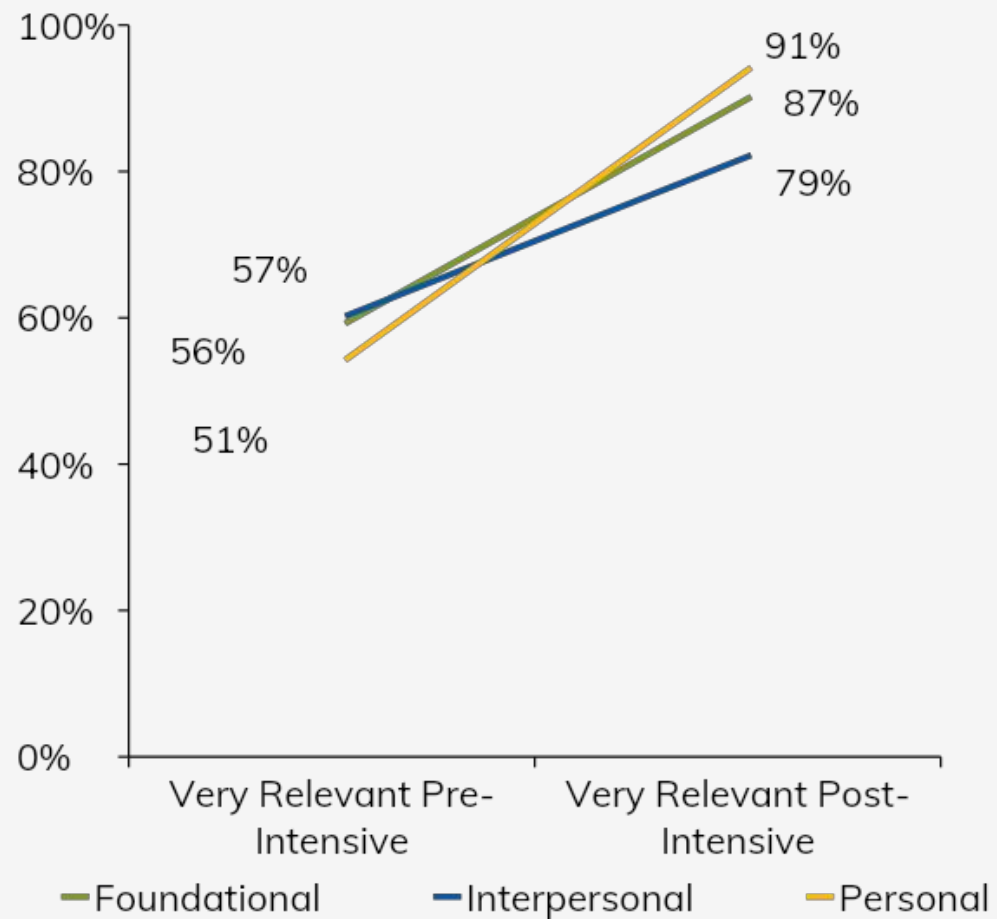


A Multidimensional Framework

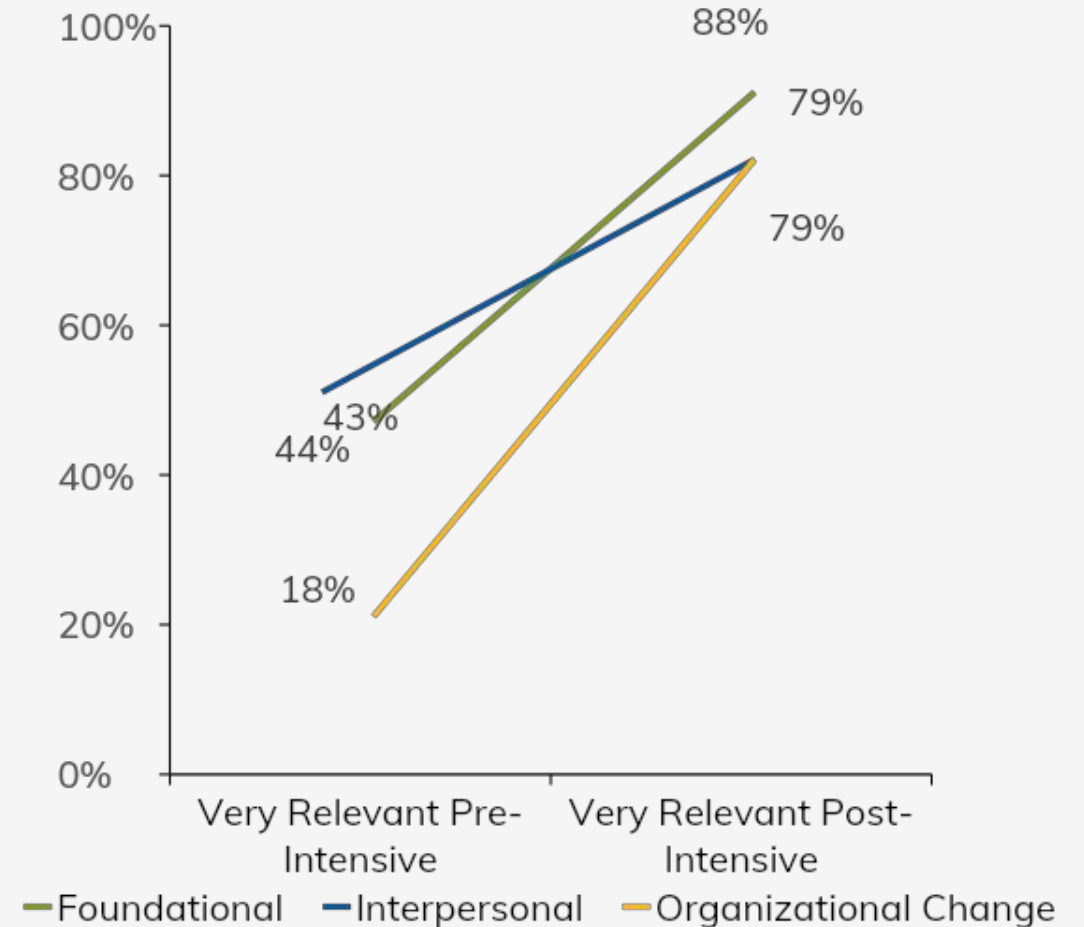


SESSION DOMAIN	POC SESSIONS	OSC SESSIONS
Foundational	History of the EE Field Through a BIPOC Lens	History of the EE Field
	Power & Privilege	Power & Privilege
	White Supremacy Culture	White Supremacy Culture
	Radical Visioning & Imagination	Radical Visioning & Imagination
	The 4 I's of Oppression	
Interpersonal	Microaggressions	Microaggressions/Implicit Bias
	Non-Violent Communication	Non-Violent Communication
	Empathic Listening	Empathic Listening
	White Fragility	
	Leadership Styles	
	Leading to Empower Others	
	Practicing Solidarity to Disrupt Oppression	
Personal	Setting Boundaries	-
	Healing & Solidarity	
	Implicit Bias	
Organizational	-	Margins to Centers Framework
		Problems with Problems
		Waters of Systems Change Framework
		Distributed Leadership

POC STRAND (n=39-40)



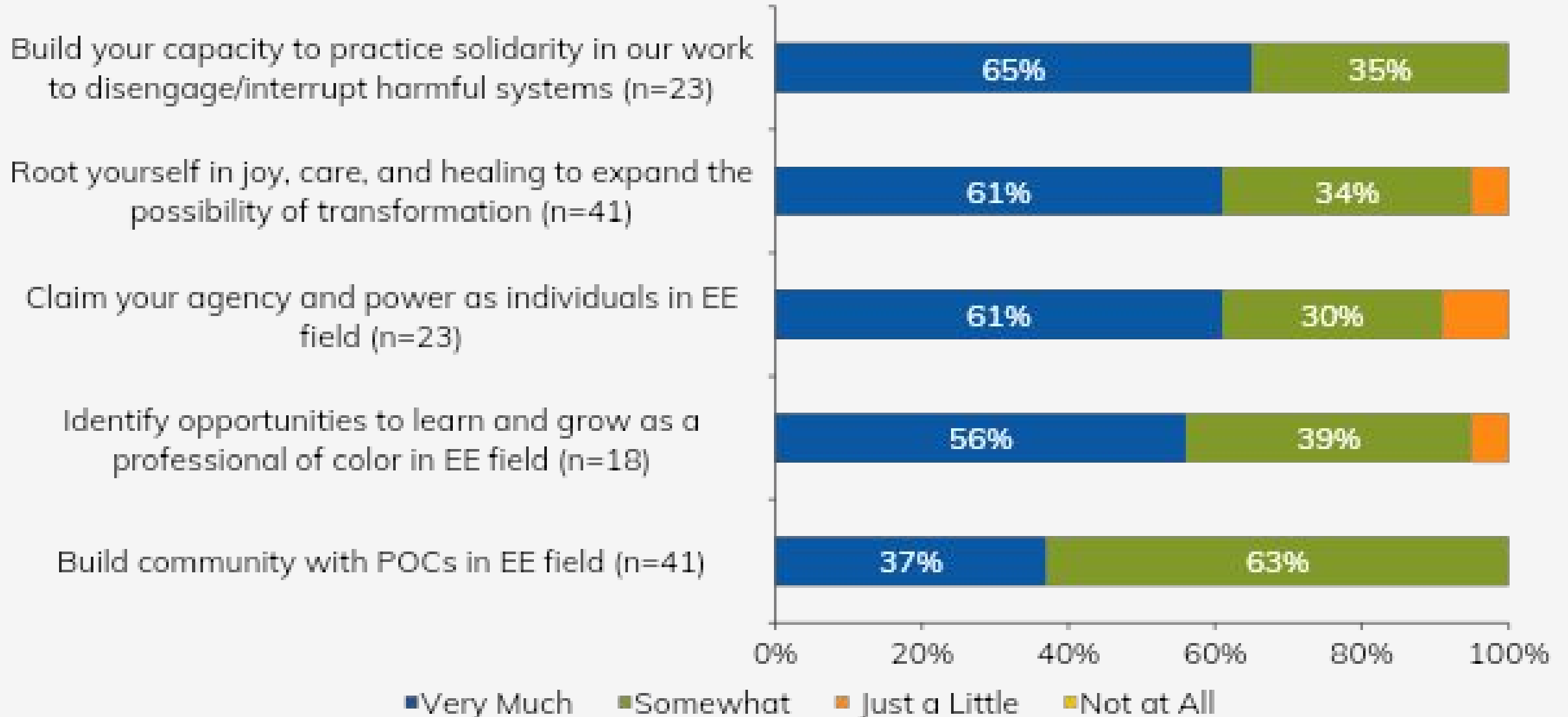
OSC STRAND (n=101-107)



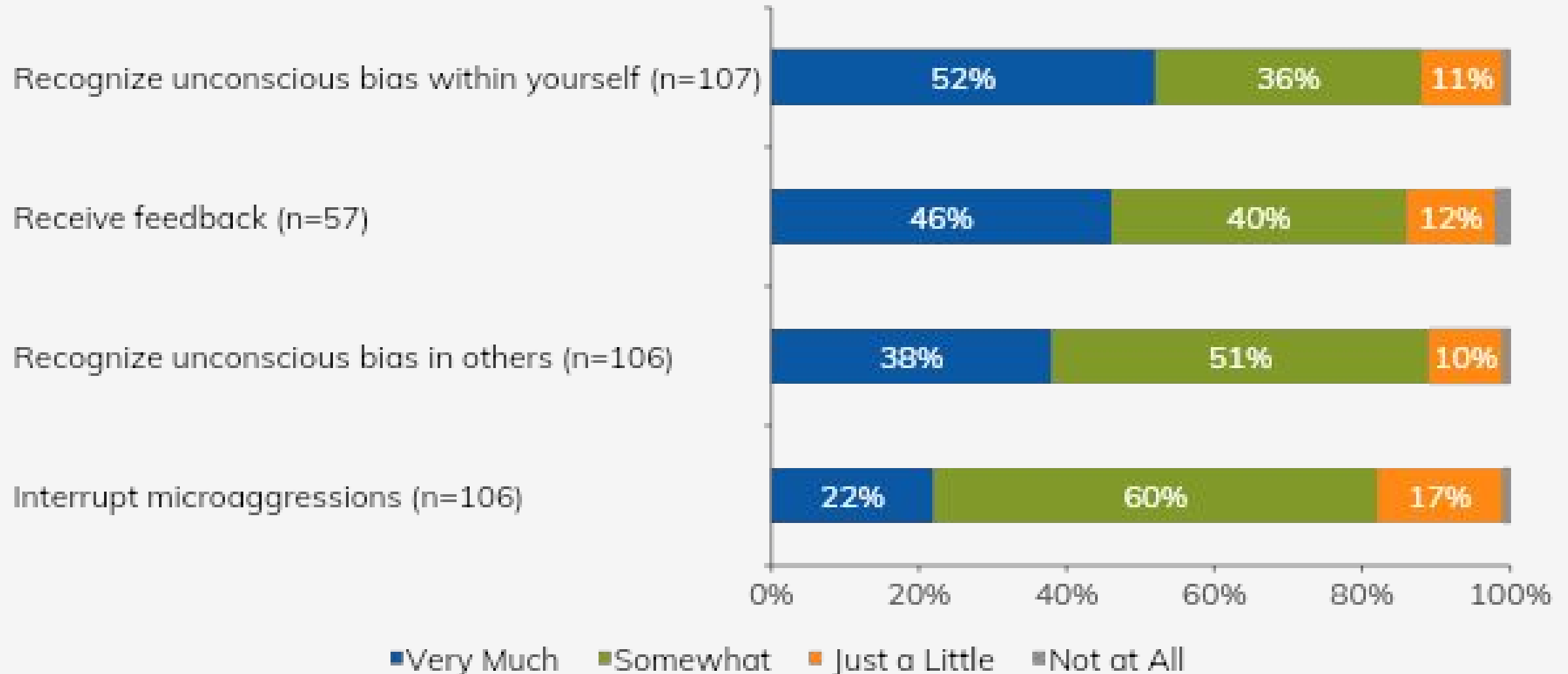
“The tools for self-reflection and a retrospective look at my career to this point are guiding me toward being a more empathetic listener, and thus, a better leader as I strive to grow with our organization and move into a higher level of management and leadership.”

– POC PARTICIPANT

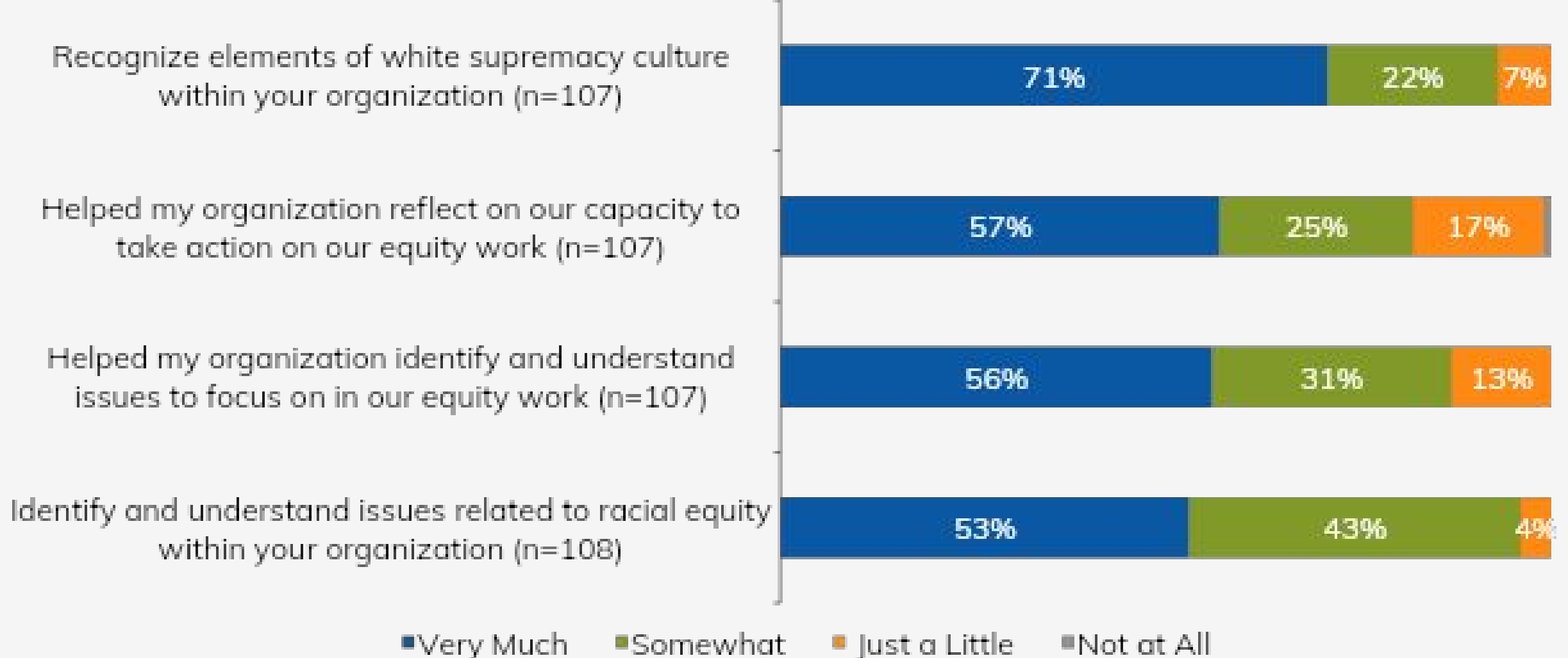
HOW MUCH HAS THE POC WTRE INTENSIVE PREPARED YOU TO...



HOW MUCH HAS THE OSC WTRE INTENSIVE PREPARED YOU TO...



HOW MUCH HAVE THE OSC WTR INTENSIVE ACTIVITIES HELPED PREPARE YOU TO...

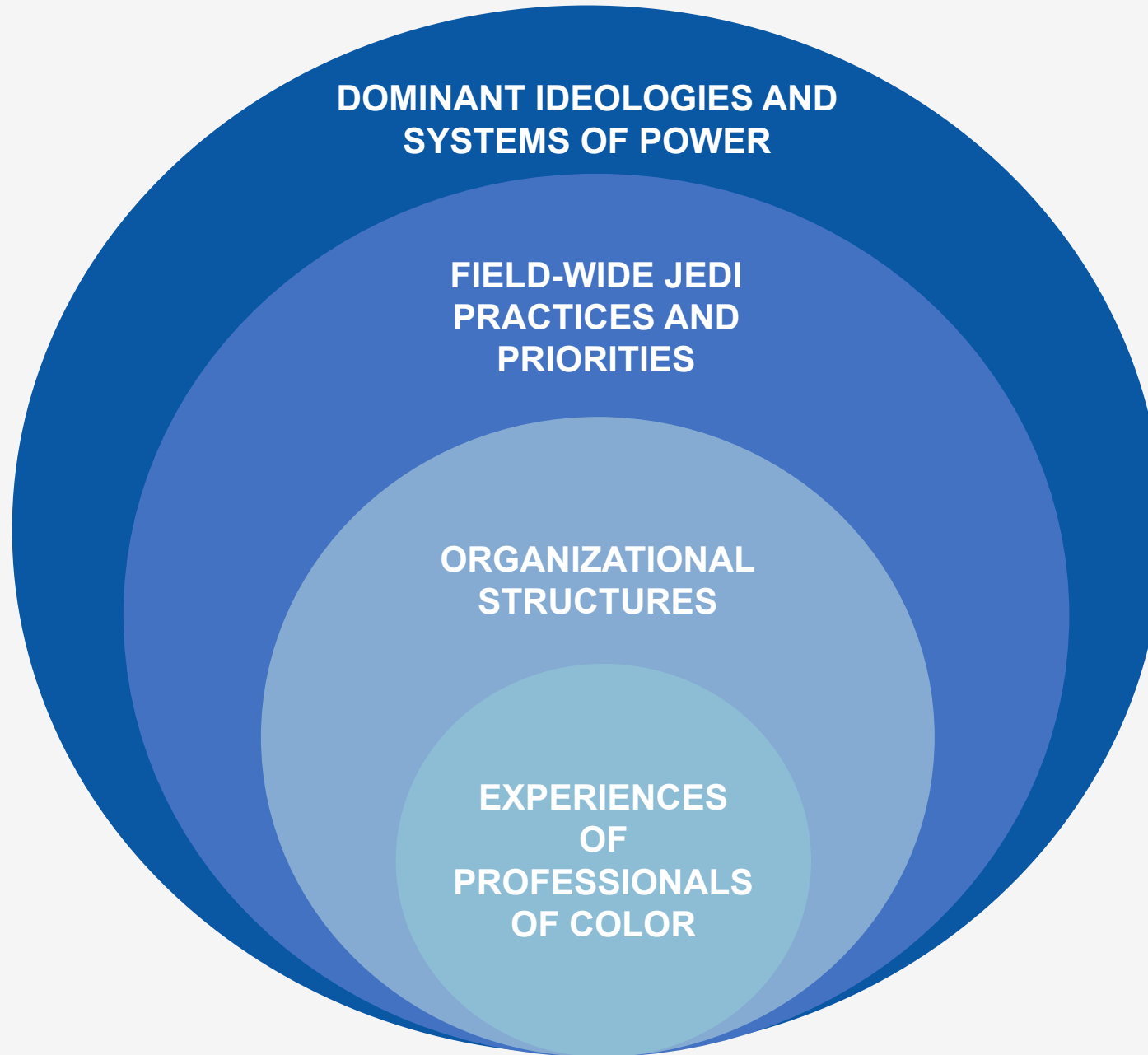


IMPACT OF WTRE ON PARTICIPANTS' ORGANIZATION



“Although I knew my organization had a lot of work to do toward racial equity, I wasn't aware of all the biases and structures in place that work against this. I think bringing these to light—and having our highest level of leadership a part of the process—puts us in a great place to move forward with making real changes. In addition to learning about our ‘problems,’ the content and topics helped equip us with tools, resources, and a network of support to help us make the changes needed in our organization.”

– OSC PARTICIPANT



- Examining intersection of systems of power, oppression, and privilege
- Centering BIPOC voices
- Developmental, partnership-based

Tensions

Focus & Priorities

- Centering experiences of people of color without placing burden on them
- Balancing focus on interpersonal dynamics **and** systems change
- Navigating participants' organizational and team conflicts
- Individual growth, fulfillment, care, and healing vs. shared development and collective action

Design & Approach

- Integrating vs. disentangling the POC and OSC strands
- Planning and structure while allowing flexibility and emergent directions
- Capturing nuance and 'the full story' in the evaluation and research without being intrusive or extractive
- Modeling curiosity and vulnerability while being 'experts'

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THANK YOU! LET'S CONNECT.

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Research Guiding Framework

PoC/OSC Experiences within Org and EE Field

Organizational Capacity

Sense of Belonging

Leadership

Organizational Structures & Practices

Authentic
Self

Social
Connections

Values-Based
Leadership

Distributed
Leadership

Organizational
Identification

Hiring,
Mobility &
Advancement

Staffing &
Representation

Community
Building

Org Goals and
Vision

Critical
Reflections

Decision-Making

Professional
Learning &
Mentoring

Racialized Structures and Systems of Power

Sociocultural and Sociopolitical Context (e.g., social and cultural values, political climate, white supremacy culture, white privilege)

Organizational level (e.g., hierarchical structures, discriminatory or oppressive practices)

Case Studies

Purpose: to gain a **richer understanding of the process, successes, challenges, and critical points of tension that participants encounter in advancing systems change in their organizations.**

- At the organizational level: What is the problem space (& what aspects of systems change) are organizations addressing? What are some of the observable changes in policies and practices that aim to center racial equity?
- At the staff level: How do professionals of color perceive the organization to be supporting their leadership development? In what ways do professionals of color feel a sense of belonging?

To **center the voices of Professionals of Color**, we are identifying sites that have Professionals of Color on the OSC team and on staff.

Culturally Responsive & Equitable Evaluation (CREE)



In service of equity

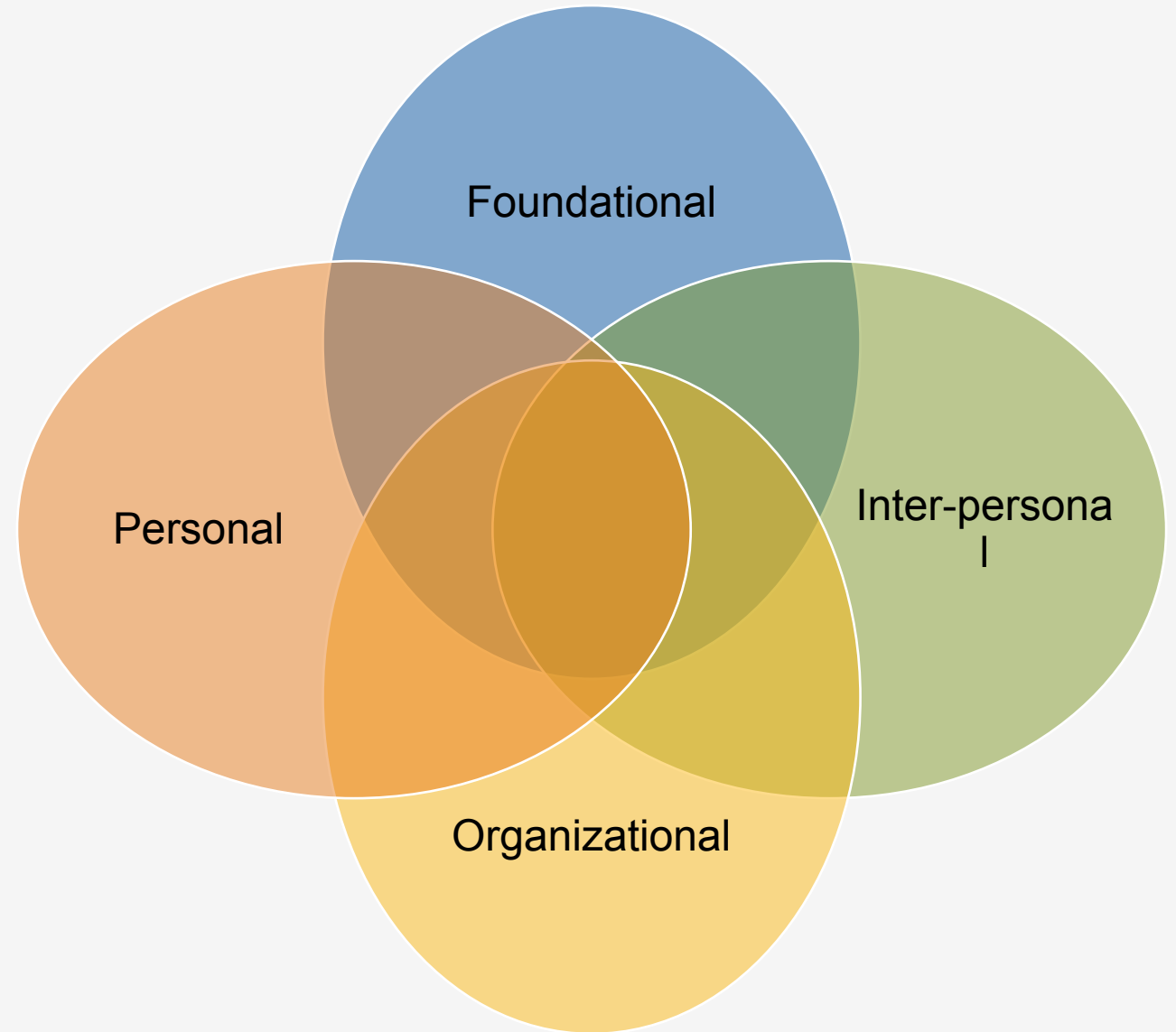


Answer critical questions



**Commensurate with values
underlying equity work**

WTRE Multidimensional Framework



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