



**USC** Race and  
Equity Center

**IMPACT REPORT**





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# Message from Our Founder and Executive Director

Forward. During a time at which many people are understandably feeling like our nation is going backwards, we at the USC Race and Equity Center are boldly choosing to move forward. Over the past 12 years, millions of Americans have gone with us. Moving forward, we are determined to unite and bring millions more with us — ahead, onward, upward. As we lead additional educational institutions, businesses, nonprofit organizations, and communities in the right direction, four values will continually illuminate our path: diversity, equity, inclusion, and justice.

Our center's longstanding mission is to illuminate, disrupt, and dismantle racism in all its forms. We are also unshakably committed to eradicating sexism, xenophobia, homophobia, transphobia, Islamophobia, antisemitism, ageism, ableism, sizeism, and other engines of human suffering. As anti-DEI obstructionists do all they can to push our country backwards, we will keep pushing forward alongside and in defense of persons who have historically and contemporarily been placed on the margins of our society. Hatred, misinformation, and disinformation are being used to make America the worst version of itself. We will keep resisting this through love, facts, courageous truth telling, rigorous research production and dissemination, practically-useful experiences and tools, strong public policy influence, and expansive coalitions. This has been and forever will be our center's way forward.

Ours is a research, professional learning, and organizational improvement center that lives in Los Angeles, one of America's most diverse cities. I founded this center just a few months after earning tenure at the University of Pennsylvania, then moved it with me when I joined the University of Southern California faculty six years later. On the eve of her retirement, USC Professor Estela Mara Bensimon gifted me the Center for Urban Education (CUE), a nationally-respected organization she founded 20 years prior. Like Dr. Bensimon, I have committed myself to leading a team of equity-minded professionals who work bravely in pursuit of justice. We aim to make people, organizations, and communities better. No one or nothing will ever convince us that backwardness and divisiveness are best for America or any other place on this planet — we know better. Therefore, we will keep creating experiences, strategies, and innovations that help good people do better.

It has been three years since CUE and the USC Race and Equity Center united as one organization. Combined, we bring three decades of experience and extraordinary impact to this enormously consequential time at which too much of what we know is right is being recklessly attacked. We understand what is at stake. Hence, for the remainder of this center's existence, our employees and partners will keep doing what we have always done: move forward with diversity, equity, inclusion, and justice as our guiding lights. Please go with us.



Fight on!

**Shaun Harper, Ph.D.**

*University Professor and Provost Professor*

*Clifford and Betty Allen Chair in Urban Leadership*

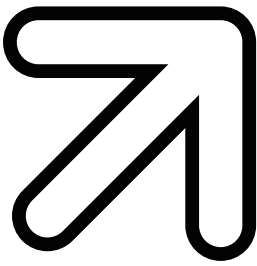


***Our mission is to illuminate, disrupt,  
and dismantle racism in all its forms.***

We actualize this mission through rigorous interdisciplinary research, high-quality professional learning experiences, the production and wide dissemination of useful tools, trustworthy consultations and strategy advising, DEI leadership coaching, and substantive partnerships.

While race and ethnicity are at the epicenter of our work, we also value their intersectionality with other identities, and therefore aim to advance equity for all persons experiencing marginalization.





## OUR REACH AND IMPACT

**12** years of high-impact projects and partnerships  
(well, 23 years including the Center for Urban Education's extraordinary work)

**29** Full-Time Employees

**114** Faculty Affiliates (all USC professors who study racial equity and people of color)

Nearly **200** expert curriculum developers, instructors, and coaches

Over **700** educational institutions, businesses, and other organizations served

**2.4 million** attendees at our Race in America Summit (co-sponsored with USC Schwarzenegger Institute and USC Safe Communities Institute)

Dozens of collaborations with *the White House, Philadelphia Mayor's Office, New York City Department of Education, Los Angeles Unified School District, Institute for Higher Education Policy, NASPA, Aspen Institute, Association for the Study of Higher Education, and USC President's Office*, to name a few.

The  
New York  
Times

Forbes



THE  
WALL STREET  
JOURNAL



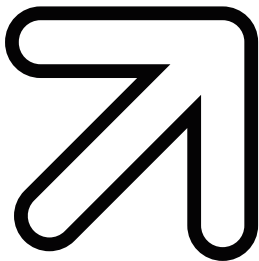
Money

*The Atlantic*



The  
Washington  
Post





## IN THE NEWS

Hundreds of news outlets have quoted our center experts and featured our research, programs, and partnerships. Our team members have also been interviewed on *CNN*, *NBC News*, *ESPN*, *HBO Sports*, *NPR*, *SiriusXM Radio*, *PBS News Hour*, *Good Morning America*, and *the Dr. Phil Show*.

Since its founding, using what we know to educate the public and offer evidence-based guidance on ways to improve diversity, equity, and inclusion has been among our center's highest priorities. Strong relationships with print and broadcast journalists continue to help us actualize this goal and extend the reach of our work.

Our center experts have also published op-eds and essays in the *Washington Post*, *Los Angeles Times*, *Forbes*, *Fortune*, *Essence*, *Ebony*, *Rolling Stone*, *Reader's Digest*, *Education Week*, *Inside Higher Ed*, *Diverse Issues in Higher Education*, and *Chronicle of Higher Education*.



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COLLEGE  
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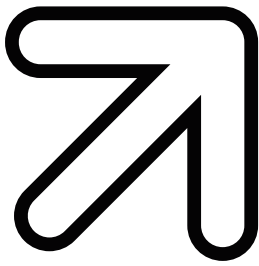


OPEN SOCIETY  
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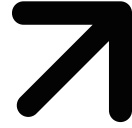
NASPA  
FOUNDATION



## FINANCIAL EARNINGS AND PHILANTHROPIC SUPPORT

# \$36 Million

Foundations have invested nearly ***\$22 million*** into our research, programs, and partnerships. We have also earned over ***\$14 million*** in contracts for our climate assessments, pay equity analyses, DEI coaching and strategy advising, and professional learning experiences.



## DEFENDING DEI

Politicized attacks on diversity, equity, and inclusion pose serious threats to our democracy. Establishing the *National DEI Defense Fund* is one of many ways our center is countering misinformed efforts to ban books, eliminate diversity and inclusion educational programs, and suppress the teaching of truths about America's racial past and present. We're committed to using evidence to protect the rights of students, families, and educators.

Read more and make a tax-deductible contribution at [deidefensefund.com](https://deidefensefund.com)



Additionally, a Spencer Foundation grant is supporting our center's *National DEI Defense Commission*, a cadre of experts who are developing evidence-based response resources for teachers, administrators, school board members, parents and families, and public policymakers. We are also leveraging the Commissioners' influence and platforms to counter misinformation and disinformation about what is (and isn't) occurring in K-12 classrooms and on college campuses across the country.





# **K-12 Schools and Districts**





## FIGHTING BACK AGAINST BOOK BANS

**44** states have introduced legislation to ban books and suppress teaching about race in K-12 schools

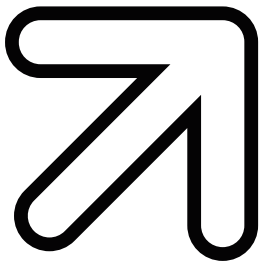
Books that include LGBTQ+ persons have been banned in many school districts across the country. Toni Morrison classics have been pulled from library shelves, so too have other texts written

by influential authors of color. K-12 teachers have been forced to discard lessons on various diversity, equity, and inclusion topics from the curriculum.

Despite far too little evidence that Critical Race Theory is being taught to schoolchildren, *Education Week* reports that 44 states have introduced bills since January 2021 that aimed to ban CRT or otherwise suppress teaching about race in K-12 schools. As of August 2023, anti-DEI legislation has been passed in 18 of those states.

As part of our center's multidimensional response, our K-12 team leaders Drs. John Pascarella and Erica Silva co-authored a publication that offers practical guidance on ways to fight back against politicized efforts to ban books in schools. It's publicly available on our website.





# DEEP ENGAGEMENT IN LOS ANGELES AREA SCHOOLS

At an event on the USC campus, Austin Beutner, then-superintendent of the nation's second-largest school district, announced a new multiyear partnership with our center. Five months later, we officially launched our first K-12 Racial Equity Leadership Academy for 80 principals across the Los Angeles Unified School District.

In addition to participating in a series of rigorous professional learning sessions, the principals designed strategic racial equity projects in response to specific challenges and opportunities in their respective schools. Center experts offered coaching, feedback, and assessment. Months later, we launched a second Academy with a cohort of 40 District administrators who each supervise and support multiple LAUSD principals.

In February 2021, our center launched a yearlong professional learning series for every teacher, staff member, and school leader across the Inglewood Unified School District. Once monthly, hundreds of employees from every school and the District office participated in live, highly engaging professional learning sessions on a range of racial equity topics.

Beyond Inglewood and LAUSD, center experts have facilitated implicit bias training for every administrator in the Glendale Unified School District. We have also provided a rigorous learning experience for the Alhambra Unified School District's DEI Taskforce. In addition, we conducted a racial climate assessment for Alliance College-Ready Public Schools, a network of K-12 charter schools across L.A.





# TEACHING OUR COLLEAGUES WHO PREPARE K-12 TEACHERS

We recognize that professors in schools of education cannot teach aspiring K-12 teachers things about race that they themselves never learned. We also understand that these faculty colleagues are complicit, oftentimes unintentionally, in sustaining and exacerbating educational inequities when they send underprepared graduates of their programs into K-12 schools with insufficient racial literacy. A grant from the Bill & Melinda Gates Foundation helped us address these problems.

Our center designed and delivered a rigorous, practically-useful professional learning series for all full-time and adjunct instructors in teacher

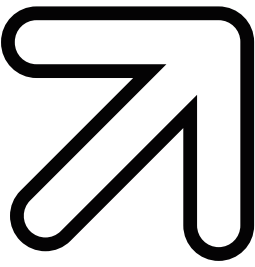
BILL & MELINDA  
GATES *foundation*

preparation programs across the state of California. Over the course of eight months, we offered no-cost live sessions on these topics:

- ***Recognizing and Addressing Acts of Explicit Racism in Schools***
- ***Teaching the Truth about Slavery and America's Racial History***
- ***Affirming Students' Racial and Cultural Identities in Curricula***
- ***Meaningfully Integrating Racial Topics Across the Curriculum***
- ***Eliminating Racial Disproportionality in School Discipline***
- ***Cultivating Relationships with Families and Communities of Color***
- ***Creating Affirming Classrooms for LGBTQ+ Students of Color***
- ***Understanding Students' Encounters with Anti-Blackness in Schools***

Hundreds of faculty members joined us from 18 California State University campuses, 9 University of California campuses, Stanford Graduate School of Education, the USC Rossier School of Education, and 24 other higher education institutions. Additionally, several student teaching supervisors and partners from K-12 school districts participated in our series.





## BIGGEST STUDY IN NATION'S LARGEST SCHOOL DISTRICT

We had a major impact on New York City. The study our center conducted in our nation's biggest public school district remains the largest-ever qualitative research project on Black and Latino male student success. Our sample included college-bound, college-ready juniors and seniors attending 40 traditional NYC public high schools, as well as alumni of those schools who were enrolled at 44 colleges and universities.

Understanding how young men of color succeeded in K-12 schools, developed college aspirations, became college ready, and navigated their ways to higher education was the primary aim of our study.

***Succeeding in the City***, the first publication to emerge from this project, was released at an event that 400 people attended at the Schomburg Center for Research in Black Culture in Harlem. Additionally, every educator and administrator in the 40 participating high schools received hard copies of our report. Also,

the NYC Department of Education produced a professional learning curriculum based on our research findings and hosted a series of corresponding workshops for educators.







# RACIAL EQUITY LEADERSHIP LAB

In Spring 2023, our center offered a free professional learning series to principals, assistant principals, and instructional leaders across Los Angeles County. The primary goal of our K-12 Racial Equity Leadership Lab (KRELL) was to help these professionals become more highly skilled at advancing racial equity within their organizations. Driven by our research-based and practice-informed theory of change, the series focused on equity leadership and community building, collective knowledge sharing, and co-generative problem solving with participants.

The nearly 70 leaders who benefited from this no-cost series joined us from traditional, charter, and independent schools, as well as educational nonprofits. They also represented over 40 different organizations throughout L.A. County, spanning from Santa Monica to Palmdale.

Sessions we offered over four months focused on these topics:

- *Recruiting, Supporting, and Retaining Teachers of Color*
- *Promoting Culturally-Relevant Curriculum Across Content Areas*
- *Sustaining Culturally-Responsive Teaching in Schools*
- *Fostering Racial Equity Data Literacy and Decision Making*

In addition to the professional learning sessions, educational leaders received worksheets, articles, toolkits, and numerous digital resources. Ultimately, our KRELL empowered participants to lead meaningful change in their organizations while networking and collaborating with nearby equity-minded colleagues.





# Colleges and Universities





# RACIAL EQUITY LEADERSHIP ALLIANCES

Since June 2020, we have united nearly 150 colleges and universities through the formation of three multiyear racial equity leadership alliances.

## California Community Colleges Racial Equity Leadership Alliance

**68 inaugural institutional members**, including Compton College, Pasadena City College, Long Beach City College, Santa Monica College, San José City College, Diablo Valley College, Fullerton College, Glendale Community College, Napa Valley College, San Diego City College, and all nine campuses in the Los Angeles Community College District.

## Liberal Arts Colleges Racial Equity Leadership Alliance

**71 inaugural institutional members**, including Williams College, Amherst College, Pomona College, Swarthmore College, Claremont McKenna College, Oberlin College, Bryn Mawr College, Occidental College, Wellesley College, and DePauw University.

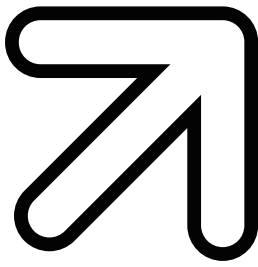
## Racial Equity Leadership Alliance for California State University Campuses

**9 inaugural institutional members**, including CSU Dominguez Hills, CSU Long Beach, CSU Channel Islands, CSU Monterey Bay, CSU San Bernardino, Sacramento State, San Francisco State, Stanislaus State, and Cal Poly Pomona.

In each alliance, we deliver rigorous, practically-useful professional learning experiences to faculty, staff, and administrators on a monthly basis. We also administer the National Assessment of Collegiate Campus Climates, our center's suite of quantitative surveys, at each member institution. Alliance members benefit from the trio of NACCCs on a three-year rotational basis: our student survey in year one, faculty survey in year two, and staff survey in year three.

We built EquityConnect® for employees across alliance member institutions. This dynamic digital platform includes video recordings and assets from our monthly professional learning sessions, as well as numerous other downloadable racial equity resources. EquityConnect® also allows members with authenticated profiles to pose questions pertaining to problems of practice, offer advice to colleagues, share effective approaches and resources, and foster new collaborations through groups within the platform. Every employee at an alliance member institution has 24/7 access to EquityConnect®.





# CAMPUS RACIAL CLIMATE SURVEYS

*Administered  
to more than*  
**2 Million  
Students**

The National Assessment of Collegiate Campus Climates is a suite of quantitative surveys our center launched in 2019. Since that time, the student version has been administered to more than 2 million undergraduates at community colleges and four-year higher education institutions in every geographic region across the country. We created a new NACCC survey for staff and administrators in 2022, and a version for faculty members in 2023.

The student NACCC is a rigorous, expert-validated instrument that measures belonging and inclusion, the frequency and depth of cross-cultural interactions, students' appraisals of institutional commitment to diversity and inclusion, encounters with racism and racial stress on and off campus, and other related topics. The pair of faculty and staff surveys focus on employees' perceptions of equitable opportunities for advancement; how employees differently experience their workplace environments; employee satisfaction with how campus leaders handle reports of abuse, unfair treatment, and climate problems; and appraisals of institutional commitment to DEI.

Shaun Harper, our founder and executive director, did his first campus racial climate assessment in 2005. The process entailed facilitating numerous in-person racially homogeneous focus group interviews with

undergraduates on the University of Texas at Austin campus. Over many years, other colleges and universities invited him to conduct similar qualitative studies, usually over the span of 3-4 days. When Professor Harper founded our center at the University of Pennsylvania in 2011, conducting qualitative campus racial climate studies became a signature activity of his research team.

A \$1 million grant from Lumina Foundation supported the development of the student NACCC shortly after our center moved from Penn to USC in 2017. As our researchers and a 40-member advisory board began work on the first quantitative survey, more than 12 years of qualitative insights from nearly five-dozen higher education institutions informed its constructs.

With the support of a \$1.2 million grant from the Bill & Melinda Gates Foundation, the NACCC team is developing tools to help practitioners make better use of their survey results and employ more effective strategies to improve campus racial climates. In addition, the Gates grant is funding the creation of two new versions of the NACCC student survey: one for Historically Black Colleges and Universities, and another for Hispanic-Serving Institutions.





# ACHIEVING THE DREAM PARTNERSHIP

In collaboration with *Achieving the Dream*, a highly-respected network comprised of more than 300 community colleges across America, we created an intensive experience to support teams of campus leaders as they develop bold, strategic racial equity plans and implement actionable change efforts at their institutions. Seventeen colleges are in the first two cohorts of our ATD Racial Equity Leadership Academy.

## Cohort 1

*Anne Arundel Community College*  
*Austin Community College District*  
*Chattanooga State Community College*  
*Columbus State Community College*  
*Kingsborough Community College*  
*Lee College*  
*Montgomery County Community College*  
*Mott Community College*  
*Pierce College*

## Cohort 2

*Amarillo College*  
*Clover Park Technical College*  
*College of Lake County*  
*Community College of Philadelphia*  
*Davidson-Davie Community College*  
*Hudson County Community College*  
*Lorain County Community College*  
*Northeast Wisconsin Technical College*

Here's the process: Each team identifies a racial equity change opportunity; benefits from extensive coaching provided by ATD and our center; develops new visions for and approaches to racial equity work on their campuses; and launches strategic racial equity change efforts that include comprehensive, prioritized action plans. Ultimately, these leaders aim to eliminate structural barriers to equitable student outcomes.

Our Racial Equity Leadership Academy is made possible by the generous gift that philanthropist MacKenzie Scott gave *Achieving the Dream*, as well as through grants from Kresge Foundation and Greater Texas Foundation.






# INSTITUTIONAL INNOVATIONS FOR COLLEGE MEN OF COLOR

As part of its broader \$20 million commitment to transform the higher education experiences of Black, Latino, Southeast Asian and Native American men, ECMC Foundation awarded our center \$2 million to create **Takeoff**, a multiyear initiative that aims to innovate approaches to student success at community colleges across America. Over two years, participating colleges are benefitting from professional learning, strategy advising, and substantive networking opportunities.

Over 150 community colleges applied for participation in **Takeoff**. These 15 were selected:

<b>Bakersfield College</b>	<b>Bakersfield, CA</b>	<b>Illisagvik College</b>	<b>Utqiagvik, AK</b>
<b>Capital District Educational Opportunity Center</b>	<b>SUNY Hudson Valley Community College, Troy, NY</b>	<b>Kapi'olani Community College</b>	<b>Honolulu, HI</b>
<b>Community College of Baltimore County</b>	<b>Baltimore, MD</b>	<b>Lehigh Carbon Community College</b>	<b>Schnecksville, PA</b>
<b>Cosumnes River College</b>	<b>Sacramento, CA</b>	<b>Long Beach City College</b>	<b>Long Beach, CA</b>
<b>Edmonds College</b>	<b>Lynwood, WA</b>	<b>Northeast Lakeview College</b>	<b>Alamo Community College District, Universal City, TX</b>
<b>Fullerton College</b>	<b>Fullerton, CA</b>	<b>Phoenix College</b>	<b>Maricopa Community Colleges, Phoenix, AZ</b>
<b>Greenville Technical College</b>	<b>Greenville, SC</b>	<b>San José City College</b>	<b>San José, CA</b>
<b>Harry S Truman College</b>	<b>City Colleges of Chicago, Chicago, IL</b>		

The 15 **Takeoff** colleges are developing strategic, campus-specific efforts to improve the experiences and academic success of male students of color. Every college has a six-person team comprised of administrators, faculty, staff, and at least one student. Each team is paired with a coach who offers inspiration and expertise, furnishes helpful resources, provides feedback on each strategy component, and holds team members accountable for forward progress. Renowned college men of color experts like Frank Harris III, Víctor Sáenz, Amanuel Gebru, David Pérez II, and Edward Bush are among the 15 **Takeoff** coaches.



# PREPARING EQUITY-MINDED COLLEGE PRESIDENTS

On its website, Aspen Institute says its Rising Presidents Fellowship program, “aims to address the dramatic turnover in the community college presidency by recruiting and developing exceptional leaders – a cadre of diverse reformers who can push the field forward and advance student success.” A shared commitment to ensuring that the future of higher education executive-level leadership is racially and ethnically diverse brought Aspen Institute and our center together for a meaningful partnership.

The fellowship is intended for leaders who aspire to become community college presidents within five years of beginning the program. Participants are considerably more diverse than are sitting college presidents. For example, 5% of current community college presidents are Latinx, compared to 13% of fellows. Black representation is 7% in the presidency and 24% in the program. We found these numbers inspiring.

Diversifying the presidency is just one goal. The program’s website says, “Aspen fellows aspire to be transformational community college presidents – those who will lead their institutions to achieve significant improvements in student outcomes and greater equity in educational access and success.” This is where we stepped in as partners.

Our center’s subject-matter experts designed and delivered a racial equity professional learning series for current fellows and program alumni. These leaders were convened for rigorous, highly-engaging sessions on the following topics:

- ***Accountability and Incentives for Advancing Racial Equity***
- ***Diversifying the Faculty***
- ***Engaging Students of Color in High-Impact Educational Practices and Experiences***
- ***Leading Productive Conversations about Race and Racism***
- ***Strategically Closing Racial Equity Gaps in Student Outcomes***
- ***Reducing Racial Tensions Between Presidents and Governing Boards***

At the conclusion of our six-session experience, 91% of fellows agreed the series was excellent, 6% were unsure, and only 3% disagreed.

The Aspen Rising Presidents Fellowship is made possible by generous support from the Charles and Lynn Schusterman Family Philanthropies, College Futures Foundation, the Joyce Foundation, JPMorgan, and the Andrew W. Mellon Foundation.





# **Businesses and Agencies**







# RECENT CLIENTS

amazon music | WONDERY

TIME

GOLIN

Hero  
DIGITAL

Sun   
Life Financial

Alliant

  
Springboard

APOLLO



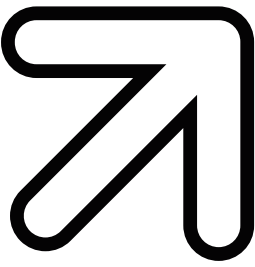
T Mobile



sas

 ReSourcePro

Finlays   
Since 1750



# ANALYZING AND REMEDIATING PAY INEQUITIES



Our center partners with **PayScale**, the industry leader in compensation data and technology. PayScale has collected salary and wage information from over 100 million employees spanning more than 40 industries, including 52% of Fortune 500 companies.

Together, our team and PayScale combine research, technology, and advisory services to create pathways to pay equity. Specifically, we help employers conduct proactive and self-driven pay equity audits to determine whether any pay disparities exist within their organizations. When pay gaps are identified among employees with comparable responsibilities and experiences, we examine whether those differences can be explained by legitimate business justifications and are not attributable to gender, race, or other demographic factors. Our center experts then help leaders understand the data, provide remediation recommendations, and work with stakeholders to design and implement organizational change efforts to achieve pay equity.

## Types of Audits

### *Foundational*

Focus on data collection and statistical analysis using PayScale compensation technology and market data to detect disparities

### *Causal*

Focus on identifying root causes of detected disparities by assessing internal systems and processes that may be contributing factors

### *Remedial*

Focus on short- and long-term remediation planning to eliminate or reduce detected pay disparities

Since entering the partnership with **PayScale**, our center has conducted pay equity audits for several companies across an array of sectors. We also have done massive pay equity analyses for large city and state governments, including the **City of Portland**, **the Oregon Health Authority**, and **the State of Colorado**, to name a few.





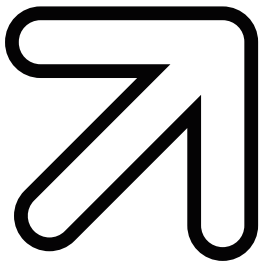
# DESIGNING WINNING DEI PLAYS FOR SPORTS TEAMS AND LEAGUES

Our center has long led at the intersection of DEI and sports. Numerous intercollegiate and professional sports organizations have relied on our experts and resources. One of our latest reports, *Advancing and Sustaining Racial Justice in Pro Sports*, was released at an NFL event during Superbowl LVI week and has since received extensive coverage in the *Washington Post*, *Rolling Stone*, *Forbes*, and other media outlets. Also, over the past decade, we have published four editions of *Black Male Student-Athletes and Racial Inequities in NCAA Division I College Sports*, the most read and highly cited research study on the topic.

Center staff and researchers have worked in various capacities with the NFL, WNBA, Major League Soccer, National Women's Soccer League, and dozens of intercollegiate athletics departments. We recently designed and administered a quantitative survey to all current players in three pro sports leagues. This research aimed to determine what racial justice activities occurred within and between leagues in 2020, as well as what players and their teams are doing now. Our team subsequently conducted qualitative interviews with current and former players, sports executives, nonprofit leaders, journalists, agents, and coaches. Insights from this research are informing our future pro sports strategies and services.

In June 2023, Justin Morrow, an extraordinarily accomplished professional athlete who played 12 seasons on two Major League Soccer teams, joined our center as the inaugural Head of Sports Programs and Partnerships. DEI-focused strategy consultation, leadership coaching, workplace culture and climate assessments, coalition building, and high-quality professional learning experiences are offered to intercollegiate and pro sports organizations through the portfolio Morrow leads.





# NIKE MULTIYEAR DEI LEARNING PARTNERSHIP

Our center is engaged in a robust, multidimensional partnership with Nike. Specifically, we are providing high-quality DEI professional learning experiences to more than 75,000 employees across all levels, ranging from the most senior executives and headquarters employees to professionals who work in retail, distribution center, and air manufacturing locations on every continent where the Nike, Converse, and Jordan brands operate.

The partnership began with a yearlong DEI Leadership Acceleration Academy for nearly 400 Nike employee network leaders and members. Academy members met monthly for live, three-hour interactive learning sessions taught by our center's subject-matter experts. We focused on a dozen topics (one per month), each specially crafted for the Nike workplace context. Here are the topics:

- » *Engaging in Productive Conversations About Race in the Workplace*
- » *Holding Self and Colleagues Accountable for Advancing DEI Goals*
- » *Recognizing and Reducing Implicit Bias*
- » *Hiring and Strategically Diversifying the Workplace*
- » *Supporting and Partnering with Nike Employee Networks*
- » *Disrupting Homophobia and Heterosexism*
- » *Making the Workplace Inclusive for Trans and Genderqueer Employees*
- » *Investing in and Cultivating Relationships with Communities of Color*
- » *Marketing Products to Communities of Color*
- » *Being an Anti-Racist Ally at Work*
- » *Meeting the Needs of Employees with Disabilities*
- » *Communicating Company Commitment to DEI*

For the next phase of our partnership, we are designing a professional learning series for Nike executives and other leaders.



# DEI COACHING FOR INDIVIDUALS AND TEAMS

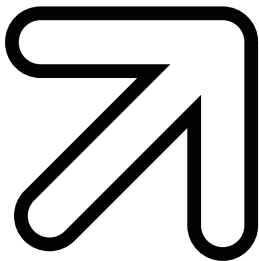
In Summer 2022, we officially launched our Equity Coaching Academy, a new vehicle through which our center offers feedback, advice, and DEI strategy consultation to employees across all levels, including C-suite executives. Our coaches are mature, trustworthy, and deeply experienced leaders from a wide array of professional sectors, including financial services, tech, entertainment, healthcare, consumer goods, state and federal governments, philanthropy, and higher education, to name a few.

Our confidential one-on-one coaching focuses on personal growth and DEI leadership development, scandal and crisis recovery, goal setting, and personal accountability. Our coaches also advise executive teams, managers and leaders across departments, DEI councils and task forces, and employee resource groups. Additionally, these experts review and give feedback on DEI plans, curriculum and educational programs, and workplace policies.

Coaches are committed to balancing challenge and support. Their work is rigorous and their expectations are high. They offer serious guidance and honest insights without being judgmental or deliberately hurtful. They approach relationships as partners, not as mere consultants who are engaged in transactions. Their ultimate goals are to help individuals become better and more highly skilled in the practice of DEI, and to leave organizations better than they found them at the start of each coaching journey. While single sessions are available, our model works best when individuals and teams are able to devote time and resources to multiple engagements with their coaches.

Two grants from the Bill & Melinda Gates Foundation have supported our coaching work with nearly three-dozen organizations and institutions.





# IMPACTING DEI IN THE SPECIAL NEEDS PROFESSION

One of our highest-impact partnerships is with the Special Needs Network, a Los Angeles-based nonprofit organization founded by civil rights attorney and disability rights advocate Areva Martin. The organization works tirelessly in pursuit of racial equity for people of color with Autism and other developmental disabilities.

In March 2023, Martin and her team launched a comprehensive fellowship program that responds to a vexing, longstanding problem in the special needs profession: the underrepresentation of practitioners of color. Nearly 250 Indigenous, Latino, Black, Asian American, and Pacific Islander Fellows were selected for the inaugural cohort. Their ages ranged from under 21 to over 60. Each Fellow is being explicitly prepared to work with children of color with Autism and their families.

A signature component of this yearlong experience was a 50-hour Racial Equity Learning Academy our center designed and delivered. Over four months, Fellows participated in practically-useful professional learning sessions on a range of topics — ***Understanding and Addressing Internalized Racism, Earning Trust with Culturally and Linguistically Diverse Families, Policy Advocacy for Children with Autism and Their Families, and Exercising Self-Care as Autism Practitioners of Color***, to name a few.

We posed the same pair of questions to Fellows at the conclusion of every 2-3 hour learning module: “I found today’s session practically useful” and “Today’s session was excellent.” Week after week, 95% or more of Fellows indicated agreement in their responses to both questions. At the end of the series, 95% deemed the full 50-hour journey a valuable learning experience.


In addition to the 13 educational sessions, Fellows also worked together in teams to complete 10 extraordinarily rigorous assignments that our center’s executive director designed. Everything they collaboratively produced will become useful assets when the Fellows transition to full-time roles as Autism practitioners.





# SYSTEMATICALLY COLLECTING DEMOGRAPHIC DATA AND ASSESSING WORKPLACE CLIMATE


Few companies ask people to report their race, ethnicity, or other demographics on job applications. They sometimes forget or intentionally avoid asking for this information once new hires come aboard. Consequently, they do not really know exactly how diverse their organizations are – too many leaders make facial or last name guesses about workers' identities.



In April 2022, we created **Our Hires**<sup>®</sup>, a tool that is used to securely collect demographic data on full-time and part-time employees, as well as contractors and freelancers who provide services to businesses. **Our Hires**<sup>®</sup> enables us to tell organizations how much diversity they have, as well as where it is severely lacking or most heavily concentrated. We use the tool to disaggregate employees' self-reported demographic data by race/ethnicity, gender, unit/department, role type, and level. It is also an efficient way to collect gender pronouns, important information that could be used to help colleagues avoid misgendering each other.

In addition to knowing how much diversity their organizations have, it is essential for leaders and others to understand how employees differently experience the workplace climate. In recent years, our center has conducted employee-focused qualitative climate assessments for the headquarters of a large nonprofit organization, a journalism newsroom, a multinational insurance company, a tech company, a radio station, and many other organizations. After analyzing data collected via racially homogeneous focus groups, we furnish a report with our findings and recommendations to executives. Companies often partner with us to design and implement solutions to problems the assessment revealed.

In Fall 2023, our center is launching a national quantitative climate survey that will measure the extent to which employees feel they matter at work, their appraisals of organizational commitment to DEI, their encounters with inequity and discrimination, the impetus for and substance of their engagement with diverse co-workers, and the extent of their participation in and contributions to workplace DEI programs and policies.

The image features a black background with a large, dark red triangle on the left side. Several arrows are scattered across the composition: a red arrow pointing up and right in the top left, a yellow arrow pointing up and right in the center, a white arrow pointing up and right in the bottom left, and a white arrow pointing right in the top right. A horizontal red bar is located at the bottom right.

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