

NPH

Anti-racist Champions of Change

— BIPOC Leaders Experience —

Agenda for Today

Introductions (5 minutes)

Presentation (20 minutes)

Questions and Discussion (35 minutes)

Please add your questions to the chat box and we will address them after the presentation!

NPH: How Did We Get Here?

We have been hearing from members in leadership positions that while we are doing great work to support the pipeline into the industry through BAHIP, *we are missing interventions to support those who are already in the industry and grow leadership from within.*

Barriers to
advancement

Lack of
representation in
current
leadership

Lack of
diversity and
inclusion in top
level
leadership

Next Steps

After conducting our own research to get a broad sense of what we wanted to see, we then hired our consultant team to carry out the engagement, discovery, and design process.

We simultaneously created an Advisory Committee

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graph LR; A[Hiring Consultant Team] --> B[Creating Advisory Committee]; B --> C[Engaging our membership];
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Hiring
Consultant
Team

Creating
Advisory
Committee

Engaging our
membership

Who We Are



Rebecca Aced-Molina



Kim Hess



Nelson Layag



Amie Fishman



Monica Joe



Peggy Lee

ARCC Advisory Committee

Our Committee is made up of a cross-section of leadership in our membership as well as emerging leaders:

- 3 emerging leaders of color
- 2 executive directors/CEOs of color
- 1 representative from HR
- 1 representative from property management
- 3 department leaders

Additional Input

- Ongoing engagement in ELPN
 - Need support for those at the tail end of ELPN time
- Gatherings of executive leaders
 - Need support for EDs/CEOs leading a change process at their organization
- Conversations with CCRH
 - Going through an identical process to support leadership of color

Program Framework

We want this program to be beneficial to *both* the participants and to the organizations sponsoring staff to participate so that we can create a more equitable and sustainable industry.

Support from
sponsoring
organizations

Program
support and
training

Cohorts of
diverse leaders
ready to
advance

What is ARCC?

A full year of in-depth leadership development experience for BIPOC managers and their executive-level leaders

ARCC is designed to create safe space for us to come together to work toward dismantling oppressive power dynamics in the affordable housing movement and industry in the Bay Area.

We aren't talking about inviting more to the table; we want to rebuild the table entirely! We envision an affordable housing sector led by Black, Indigenous, People of Color (BIPOC) and their allies working together towards safe, stable, and affordable housing for all through a transformation of our organizations and our field.



What we heard

- BIPOC leaders are already leading, yet often their work and leadership go unrecognized.
- BIPOC leaders often find themselves in the uncomfortable position of naming the minor (and sometimes major) racist slights (microaggressions) and wish that their white senior executives had more skill speaking up in these areas.
- BIPOC leaders are seriously considering leaving the field for lack of opportunities to move into more influential positions with better pay and benefits.
- Many senior executives, including those who identify as white, are deeply committed to anti-racist leadership and could benefit from targeted support on how to lead as a stronger ally.

Our takeaway: Leadership development isn't an individual endeavor. It requires shifts from those currently in positions of power to re-examine how to share power in ways that foster authentic leadership across positions and throughout an organization.

Design Principles

Move Beyond Individual Leadership Development Models

- Cross Departments (i.e. not just real estate)
- Team-based learning
- Senior Executives have to participate and transform (not just sign off)
- Recognition of structural, field, organization, interpersonal and individual change (Systems of Oppression)
- Change the system and culture vs. adapt to it
- Applied learning
- Center racial equity
- Bold honesty
- Attend to the whole person
- Embrace multiple ways of knowing and learning
- Space for reflection and sustaining oneself and each other
- Redefining leadership

The Program

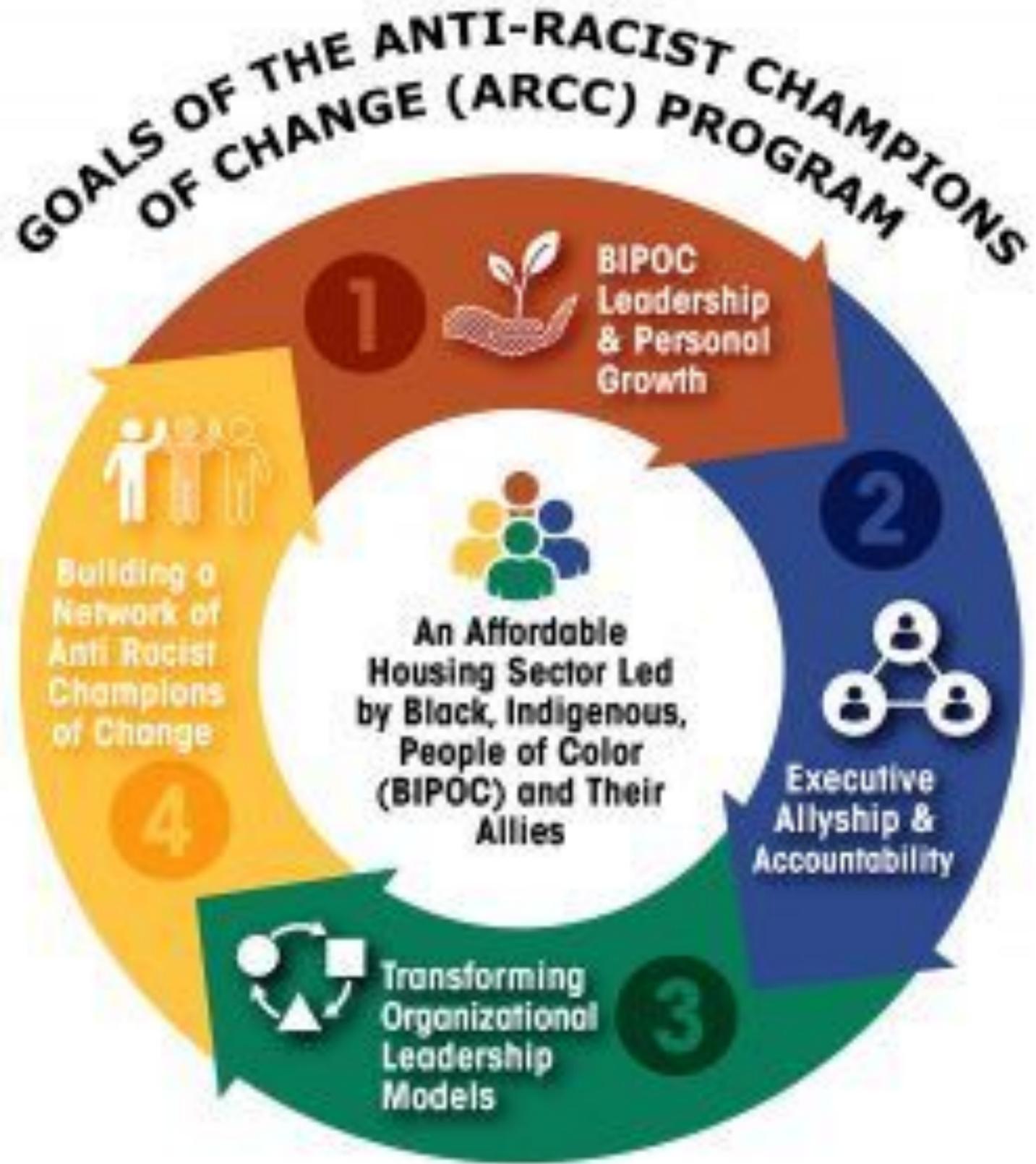
Who: Each ARCC cohort is comprised of 4-6 participating organizations with 3-6 participants from each.

Each organization sends 2-5 BIPOC managers/leaders (at least 3 are recommended) who are currently supervised by or regularly work closely with an executive-level leader (ex. CEO, COO, CFO). These BIPOC managers should not yet be a part of an executive suite.

The executive-level supervisors are leaders in the field who are willing to support the emergence of BIPOC leadership in their organization and in the field more broadly.

Length: approximately 1 year (plus coaching beyond)

Desired Impact



The BIPOC Manager Experience

For Black, Indigenous, and People of Color (BIPOC) leaders who:

- Are ready to be part of a movement to interrupt racism at the personal, organizational, and systemic levels;
- Already have some experience moving their organization in this direction;
- Value time to rest, retreat, and replenish; and
- Want to make space for personal care, visioning, and healing.



The Program

GOALS OF THE ANTI-RACIST CHAMPIONS OF CHANGE (ARCC) PROGRAM



2.5 Day in-person retreats (Kickoff and Closing).



4 Trainings Focused on Management and Leadership Topics (2 days each, in person)



Executives participate in 4 sessions of *Authentic Solidarity Allyship Program* (online)



BIPOC participants will receive ongoing coaching



Both cross organizations and internally

Rest, Reflect, Rejuvenate



Time Commitment

Activity		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total
Retreats	BIPOC Participant		24										24	48
	Executive Participant		8										8	16
One/One Coaching (includes matching process)	BIPOC Participant		1	1	1	1	1	1	1	1	1	1	2	12
	Executive Participant		1	1	1	1	1	1	1	1	1	1	1	11
Learning/Training Session (includes travel and pre-work)	BIPOC Participant				20		20		20		20			80
	Executive Participant													0
Peer Group (both peer networking across organizations and org team meetings - prep, connection,	BIPOC Participant	4	2	1	3	2	3	2	3	2	3	2	2	29
	Executive Participant	4	2	2	2	2	2	2	2	2	2	2	2	26
Executive/Supervisor Groups (includes pre work and pre-orientation)	BIPOC Participant													0
	Executive Participant	1	1		3		3		3			3		14
Engagement in Other NPH Programs (annual conference, Leadership Awards, ELPN,	BIPOC Participant													TBD
	Executive Participant													TBD
Total Hours Participant		4	27	2	24	3	24	3	24	3	24	3	28	169
Total Hours Execs		5	12	3	6	3	6	3	6	3	3	6	11	67

Application Process

Application open: June 13 - July 20

Interview Process: July-August

Cohort Selection: by late September

Kick-Off Retreat: November 3-5

Lookout for the application announcement in June!

Questions