

“Shared Equity Leadership: Making Equity Everyone’s Work” Executive Summary (page 7)

Decades of programmatic efforts and interventions have failed to make a difference in the success of racially minoritized, low-income, and first-generation students, whose populations are increasing on college campuses. Higher education remains profoundly inequitable, and institutions have not made the transformational changes necessary to create truly inclusive environments and equitable outcomes for students. One prominent lever for creating transformational change is campus leadership. Scholars such as Dowd and Bensimon (2015) have described the role that equity-minded leaders can play in promoting equity agendas on campus. However, there are few detailed empirical studies that focus primarily on the role of leadership in advancing equity in higher education.

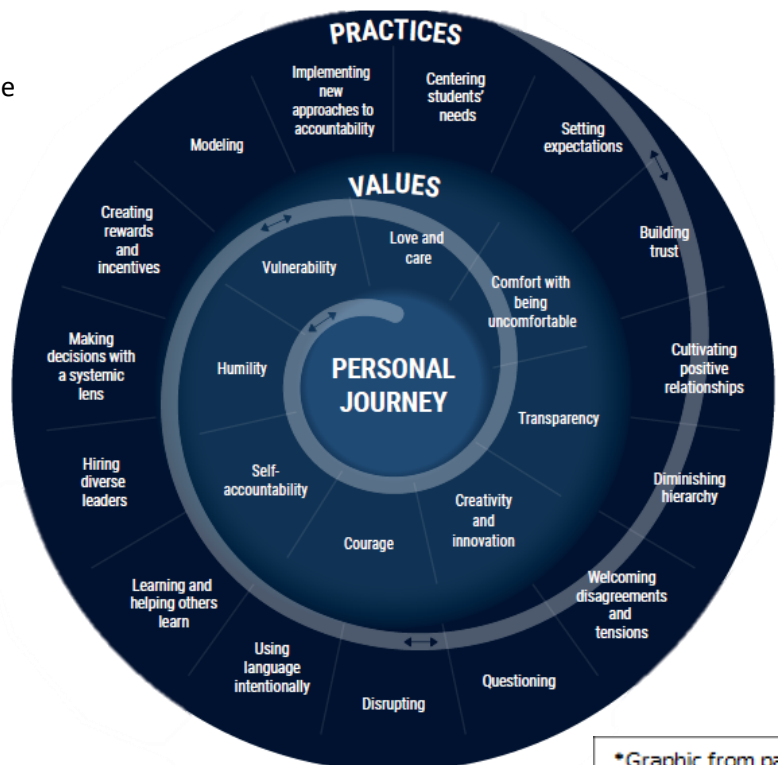
In this publication, the first in the “On Shared Equity Leadership” series, we describe how broadly inclusive and collaborative approaches to leadership are necessary to achieve equitable outcomes. We term this approach shared equity leadership (SEL), in which equity becomes everyone’s responsibility and multiple campus stakeholders collectively share leadership for equity. At the heart of shared equity leadership is the notion of personal journey toward critical consciousness, in which leaders develop or strengthen a commitment to equity through their identity, personal experiences, or relationships and learning. Leaders’ personal journeys help them develop the values necessary to share leadership for equity, as well as carry out the practices that enact this type of leadership. These values and practices are embodied and enacted by leaders collectively.

This paper reports on the results of a multiple-case study of leaders at eight institutions that are experimenting with shared approaches to equity leadership. It reviews the details of SEL, provides several examples of what it looks like in practice, describes some emerging outcomes from the participating campuses, and offers recommendations for leaders interested in trying this approach.

What Is Shared Equity Leadership (page 6)?

Shared equity leadership approach has three main elements:

- (1) individuals who have undergone some sort of personal journey toward critical consciousness or built a critical consciousness, cementing their commitment to equity;
- (2) values that are shared among members of the leadership team or group; and
- (3) a set of practices that leaders continually enact which both enable them to share leadership and to create more just and equitable conditions on their campuses.



*Graphic from page 8