Reframing the Equality Agenda

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Multi-Level Dynamics of Under-Participation

ILLUSTRATIVE EXAMPLES

- Ecosystem
  - Hard-wired systemic inequalities
  - Merit systems

- Inter-Institutional
  - Disparities at key transitions

- Institutional
  - Access to opportunity networks
  - Decision-making systems

- Unit / Program
  - Governance and leadership issues
  - Group dynamics

- Relational
  - Mentors and peer supporters
  - Gatekeepers and trackers

- Individual Level
  - Stereotyping and bias
  - Social and Cultural Capital

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The Building Blocks of an Architecture of Inclusion

- Mindset
- Mechanisms
- Mobilizers

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Mindset

Affirmative Vision

Mindfulness

Change Theory
Institutional Mindfulness

- Reflection about patterns, barriers, leverage points
- Inquiry prompting collective attentiveness to practices
- Capacity to use knowledge at key pivot points
- Systematic assessment of decisions, strategies, and change theories
Change Theory

Defining the levers of change

Think systemic, act programmatic

Mobilizing positive deviants
Mechanisms Enabling Systemic Change

- Enabling Cohorts
- Cultivating Capabilities
- Leveraging Social and Professional Networks
Mobilizing at Multiple Levels

- What is the action arena?
- What is the constellation of actors?
- Who are the potential agents of change?
- Where are the key leverage points and spaces for innovation?
- How will momentum and energy be sustained?
Organizational Catalysts:

- Role operating at convergence of systems
- Positioned to use knowledge where it can influence action
- Legitimacy and commitment
- Speak the language
- Situated in a larger change project
Strategies of Organizational Catalysts

- Build capacity for mindfulness
- Mobilize varied forms of knowledge to enable change
- Develop collaborations in strategic locations
- Reproduce and diffuse leadership
- Maintain pressure and support for change
Catalyzing the Catalysts: the Role of Institutional Intermediaries

- **Ecosystem**
  - Funding intermediary
- **Inter-Institutional**
  - Program intermediary
- **Institutional**
  - Knowledge intermediary
- **Unit / Group**
  - Institution
- **Relational**
  - Network of change agents
- **Individual Level**
  - Mobilized leaders and individuals