

Alameda County's Emerging Leaders Fellowship in Early Care and Education: A Professional Development Opportunity to Achieve Racial Equity and Systems Change

Invitation: A Groundbreaking Opportunity in Leadership Development

"I was promoted to a leadership position, but never had any formal training. No one ever supported my understanding of values, ethnicity, culture, and social justice or even what leadership means. We need to have these skills and understanding to be effective leaders." – Alameda County ECE Site Supervisor

The Alameda County Early Care and Education Program wishes to identify 10-12 diverse leaders to participate in the inaugural Emerging Leaders Fellowship, part of a ground breaking project of building a national model for racial equity in Early Care and Education (ECE). Applicants should be interested in leading for equity and will demonstrate a strong desire to increase their knowledge, skills, and understanding of leadership and management relevant to today's early childhood professional communities. Members will increase their leadership skills by developing and implementing specific measureable activities throughout the 18-month period. Using a culturally sustaining and responsive framework, the Fellowship will provide individuals seeking to prepare themselves for advanced leadership in ECE field with skills (leadership and management) necessary to succeed. The project is grounded in the concepts of racial equity, social justice, values identification, and training relevant to 21st century leadership and practice.

Who Should Apply

This application is open to emerging leaders who have at least three years of experience working in the field of Early Care and Education as a lead teacher, or less than five years of experience as a site supervisor or director. Fellows will be supported by facilitators, as well as by consultants who have knowledge of racially diverse communities, and/or have programs or practices that have demonstrated positive outcomes for young children, their families, and the workforce.

Overview: Institutional Systems Change: Who is Leading Early Care and Education Programs?

In the April 15, 2015 issue of the Atlantic, ***Are Americans Really Champions of Racial Equality?*** author Maribel Morey questions our nation's progress towards achieving racial equity: "Americans today are quite aware of racial discrimination, but even a half-century after the civil rights movement, still uncertain how to address it." She adds: "the public conversation on race continues to rely on an approach grounded more in wishful thinking than in hard fact¹."

In Alameda County, California, the Early Care and Education Program is committed to taking steps to address this issue, especially as it applies to leadership in our field of Early Care and Education (ECE). We are currently accepting applications for the first Emerging Leaders Fellowship in Early Care and Education. This fellowship is designed to help prepare the next generation of ECE supervisors and administrators serving children 0-5 and their families. Our hope is to disrupt the status quo to ensure that the ECE leadership in Alameda County reflects the diverse population of children birth to five years of age and their families.

Data Points to the Problem – Racial Inequity in ECE Leadership Roles

Alameda County is a County rich in diversity and culture. Based on the 2014 Census, 33% identify as White, 29% as Asian, 23% Hispanic, 12% as Black or African American and 2% as Native American, Native Hawaiian or Other Pacific Islander. Of the 115,179 children in Alameda County under the age of five, the diversity is even greater. However, the diversity of our County and our young children is not often reflected in leadership roles in ECE. In their research, the Center for the Study of Child Care Employment has found that at the ECE Director level, ethnic diversity decreased as job levels increased.

We are entering an era where many long-time leaders are reaching retirement age, and these leaders would like to be succeeded by highly qualified individuals with deep knowledge and respect for the diversity of families in their programs. The goal of this fellowship is to prepare emerging leaders from diverse backgrounds to meet the modern day challenges faced by ECE programs.

Goal of the Emerging Leaders Fellowship

- To develop deep understanding of racial inequities and disparities and the impact of such institutional barriers on children, families and communities;
- To prepare participants in both management and leadership skills through in-depth, inquiry-based learning.

Fellowship Commitment

Applicants must be working in Alameda County at least 30 hours per week at your agency. Also, you must work directly with children 0-5 or supervise people who do.

If accepted, you will be required to submit an agreement form signed by both you and your supervisor committing to the following:

- Fully participate in the initial orientation session July 19 and 20 in Livermore at the historic Ravenswood Conference Site. The two-day experience will:
 - Foster community within the overall group;
 - Build background knowledge in leadership development;
 - Grow an equity-focused community of practice;
 - Build equity consciousness;
 - Support Fellows to consider their own values and beliefs in context to themselves as leaders; and
 - Begin to identify specific areas of interest and learning.
- Attend the full 18 months Fellowship, from 8:30am to 1:00pm on the dates below.

- | | | |
|----------------------|--------------------|---------------------|
| ○ August 6, 2016 | ○ February 4, 2017 | ○ August 5, 2017 |
| ○ September 10, 2016 | ○ March 4, 2017 | ○ September 2, 2017 |
| ○ October 1, 2016 | ○ April 1, 2017 | ○ October 7, 2017 |
| ○ November 5, 2016 | ○ May 6, 2017 | ○ November 4, 2017 |
| ○ December 3, 2016 | ○ June 3, 2017 | |
| ○ January 7, 2017 | ○ July 1, 2017 | |

- Participate in the closing full day celebration at Ravenswood Historic Park, December 6, 2017.
- Develop a leadership portfolio based upon session learning and activities.
- Complete brief readings and journaling assignments.
- Actively work to set and achieve professional and/or organizational project and learning goals and periodically report action plan updates to ACECPC.
- Contribute to a safe and trusting learning environment for self and peers by respecting and honoring the need for confidentiality and differences of opinion, learning style, ethnicity, sexual orientation, gender identity, creed, and class.
- Participate in up to four, 30 minute interviews (by phone or in person) over the course of the program for purposes of research and evaluation to monitor the program's progress towards meeting individual and project goals.
- Participants must have their supervisor's approval and release time from work (if applicable) for the orientation and closing retreats.
- Permit the use of participant photographs on websites, both a headshot and candid photos from events, and quotes regarding program experiences and participation.

Application Requirements:

If accepted, you will be required to submit the following:

- A Fellowship Commitment signed by both you and your supervisor.
- A fee* to offset costs.
 - \$250 program fee Year 1 due upon acceptance to the Institute
 - \$250 program fee Year 2 due by July 15, 2017

*If your agency participates in Quality Counts, funds received may be used to cover the fee with approval from Quality Counts staff at the County's ECE Program or First 5 Alameda County.

If you anticipate any challenges or barriers to participating in the Fellowship before submitting an application, please contact us to discuss. Some common challenges may include:

- I don't think I'll be able to pay the participation fee
- I don't think I'll be able to get my supervisor's support to participate
- I already know I can't commit to one of the fellowship dates

Please contact Neva Bandelow at neva.bandelow@acgov.org for any immediate questions you have about participation.

Administrators and Supervisors Element

Current Site Supervisors and Administrators with five or more years of experience are encouraged to apply to the Fellowship as mentors. Applicants do not need to support an emerging leader from their own agency (although preferred). However, if selected, mentors must be willing to:

- Attend the second day of the Orientation on July 20th, and provide insight to Fellows on administrative and supervisory skills necessary to lead ECE organizations.
- Attend Fellowship meetings every other Saturday beginning July 30 for four hours (8:30am - 12:30pm);
- Attend the Closing celebration December 6, 2017.
- Be prepared to question your own personal assumptions, and institutional and structural policies and practices.
- Work collaboratively to develop a blueprint to promote early childhood systems that are explicitly and measurably equitable and excellent for all children.
- Advance change through succession planning to ensure equitable leadership representing diverse populations in your own organization.
- Pay a nominal fee to offset costs: A fee* to offset costs.
 - \$125 program fee Year 1 due upon acceptance to the Institute
 - \$125 program fee Year 2 due by July 15, 2017

*If your agency participates in Quality Counts, funds received may be used to cover the fee with approval from Quality Counts staff at the County's ECE Program or First 5 Alameda County.

Overview of the Fellowship:

The Fellowship will be co-facilitated by Neva Bandelow and LaWanda Wesley. Neva and LaWanda both have a long history in the ECE field and work at the County's ECE Program.

INSERT PHOTO Neva Bandelow works at the Alameda County Early Care and Education Program as the Planning Council Coordinator and Quality Improvement Program Manager. Her career in ECE has spanned over 25 years. Besides her work at the Council, she serves as adjunct faculty at local community colleges where she teaches students on topics focused on equity, diversity and teaching practice. Neva's work also provides her with opportunities to travel across the country, meeting populations while facilitating trainings focusing on quality teacher/child interactions. Neva is passionate in raising equity issues and is honored to be serving with colleagues across the nation on these critical policy needs. Neva holds a Bachelor's Degree in Liberal Studies, Early Childhood Education, Human and Community Services, and a Master of Arts degree in 21st Century Leadership.

INSERT PHOTO LaWanda Wesley...

Sample Fellowship Topics:

- Envisioning the Future as an ECE Leader
- Confronting Realities of Injustice
- The Evolution of Transformational Leadership
- Defining Equity, Social Justice and Leadership
- Succession Planning for the ECE Profession
- How Do K-12 Social Justice Leadership and Early Childhood Inform Each Other?

Alameda County Emerging Leaders Fellowship Application

First Name	Middle Name	Last Name

Start of employment date at this Agency (Mo/Yr.): _____

Hours per week working with children: _____

Do you certify you work in early childhood with children 0-5? ☐ Yes ☐ No

How long have you worked with this agency?

- ☐ less than 1 year
- ☐ 1-3 years

- ☐ 4-7 years
- ☐ 8-12 years

- ☐ 12+ year

Highest level of Early Childhood Education or Child Development Education:

- ☐ At least 12 units of ECE

- ☐ AA Degree in ECE
- ☐ BA/BS Degree in ECE

- ☐ Graduate level courses in ECE

- ☐ At least 24 units of ECE

- ☐ Graduate Degree in ECE

Highest Level of General Education:

- ☐ No College

- ☐ Some College

- ☐ AA Degree

- ☐ BA Degree

- ☐ MA Degree

- ☐ Ph.D./Ed.D.

How many children are in your care? _____

What do you hope to gain by participating in this project? (100 words minimum)

EXAMPLE

EXAMPLE

1. Briefly describe how you came to work in ECE and what keeps you in this work.

2. Please provide a brief description of your current work duties.

3. Please provide a brief description of the type of organization where you are currently employed (i.e. State funded, Head Start, Private (Title 22)).

4. Please describe the types of positions you have held in the past 3 years, the name of the organization, and why you left (if applicable)

5. If you are a current leader in ECE wishing to apply for a mentorship role, please explain why you would be a strong participant for this project.

¹<http://www.theatlantic.com/politics/archive/2015/04/are-americans-champions-of-racial-equality/389826/>

²<https://d3n8a8pro7vhmx.cloudfront.net/rtnetwork/pages/204/attachments/original/1447950197/Alameda.pdf?1447950197>

³<http://www.irle.berkeley.edu/cscce/wp-content/uploads/2010/07/Whos-missing-at-the-table.pdf>.

⁴ <https://d3n8a8pro7vhmx.cloudfront.net/rtnetwork/pages/204/attachments/original/1447950197/Alameda.pdf?1447950197>

Letters of Support

Please include at least two letters regarding your leadership abilities, and supporting your participation in the Emerging Leaders Fellowship in Early Care and Education. One letter can come from your immediate supervisor, the other from some other person with authority in the early childhood system. Suggested leaders include your child care administrator, a previous director or agency supervisor, or a faculty member from an accredited college or university. Letters should not be sent from teachers or co-workers. The letter should clearly convey the reason for the writer's support of your participation in this fellowship, as well as evidence of your commitment to early care and education. Feel free to also include letters of support from other organizational leaders who support your participation.

An orientation conference call or webinar will be scheduled upon sufficient request for selected fellows.

Please email (preferred method) or fax your application to:

Neva Bandelow, Planning Council Coordinator/Quality Improvement Program Manager
Alameda County Early Care and Education Program

neva.bandelow@acgov.org

Fax: 510.208.9579

Applications are due May 6, 2016 by 5:00 pm

Participants selected into the program will be determined by an Emerging Leaders Fellowship Infrastructure Committee representing diverse leaders in Alameda County. *All decisions are final.*

¹<http://www.theatlantic.com/politics/archive/2015/04/are-americans-champions-of-racial-equality/389826/>

²<https://d3n8a8pro7vhmx.cloudfront.net/rnetwork/pages/204/attachments/original/1447950197/Alameda.pdf?1447950197>

³<http://www.irle.berkeley.edu/cscce/wp-content/uploads/2010/07/Whos-missing-at-the-table.pdf>.

⁴<https://d3n8a8pro7vhmx.cloudfront.net/rnetwork/pages/204/attachments/original/1447950197/Alameda.pdf?1447950197>