

# Transformational Antiracist Leadership (TAL)

**Student Services Planning Council**

September 25, 2025

(Review and Updates Since September 11, 2024  
SSPC Training)



Presented by Dr. Michiko Kealoha

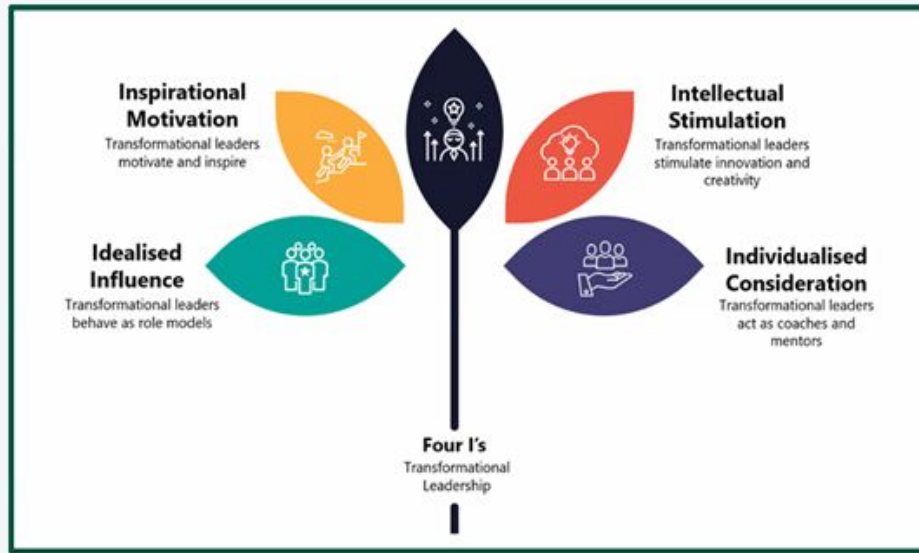
**What is TAL in  
relationship to SSPC?**

Using Transformational  
Anti-racist Leadership  
as a type of theoretical  
framework or lens to  
our work in SSPC.

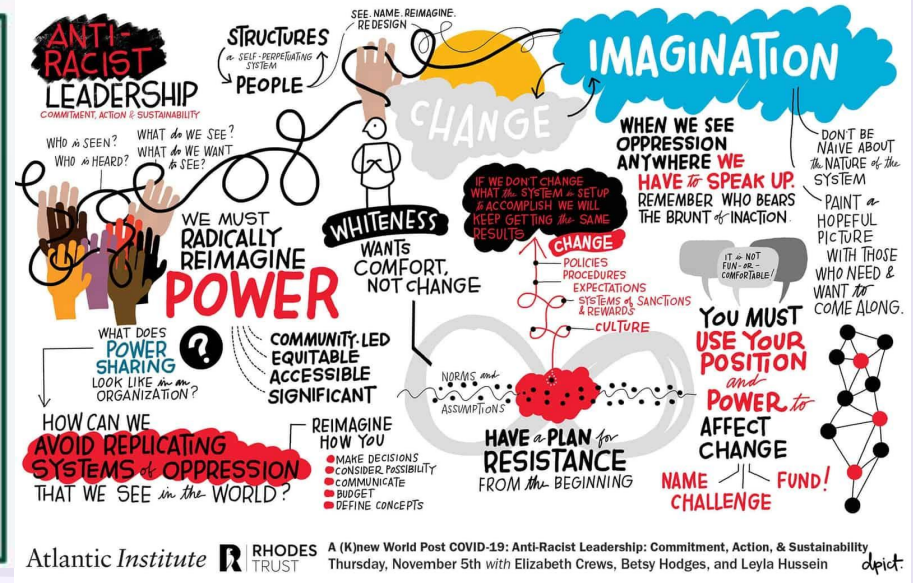
Does anyone remember any of  
the key principles of  
Transformational Anti-racist  
Leadership, TAL?



# The images we might remember:



The Four I's of Transformational Leadership (Bass, 1985, 1990, 1995, 2008)



Transformational antiracist leadership TAL, is a leadership approach that **combines the principles of transformational leadership with a deep commitment to anti-racism.**

This framework (lens) allows SSPC to ever evolve our processes **dismantling systemic racism and creating equitable environments on campus.**

# Key TAL Principles

## Self Reflection

SSPC actively reflect on our own biases, privileges, and how our identities and experiences influence our leadership—as individuals and a council.

## Ongoing Education

SSPC is continually learning about current events as well as hxstory that impacts racism.

## Challenge Status Quo

SSPC is actively opposing racism and work to identify and dismantle the structures, policies, and practices that perpetuate racial inequality.

## Relationship Building

We know change happens in solidarity, and we build strong relationships and foster trust together—creating a brave space for open and honest conversations about race and equity.

# Key TAL Principles

## Empowering Others

SSPC shares power, elevates the voices of marginalized individuals, acts as mentors and coaches, inspires others to grow and take on leadership roles.

## Create Equitable Outcomes

Our data and results need to show we are creating equitable outcomes for our students through our services (includes resource allocations and where we all feel we belong and thrive).

## Visionary and Action Oriented

We have a clear vision as an SSPC (and our departments) of what to do.

Our goals are justice oriented.

We are not afraid to take risks and make difficult decisions to bring about change.

**Pop quiz, when (month and year) did we start talking about TAL as an SSPC?**



# Timeline of SSPC + TAL

Oct. 2021

Approve TAL in  
SSPC

Discuss exploration of TAL  
and how we could use it.

TAL principles: **empowering others**—added a third  
co-chair to SSPC to provide leadership opportunity.  
And **visionary** to use framework for SSPC upcoming  
meetings.

June 2022

NCORE

Presentation

Nimsi, Michiko, and Manuel present  
TAL with SSPC at NCORE (the only  
SMCCD presentations for that year).

TAL Principle: **empowering others**

Spring 2022

SSPC Workshops + Games

Put on TAL Communities of Practice Workshops in SSPC AND use  
TAL framework to re-write our SSPC Bylaws.

TAL principles: **ongoing education + challenge status quo**.  
Plus, hosting cultural games for principle **relationship building**.

# Timeline of SSPC + TAL

## Fall 2022 TAL SSPC SAOs

Use TAL lens to train and re-write  
our SSPC Service Area Outcomes

TAL principles: **Create equitable outcomes +  
Challenge status quo**

## Spring 2024

### Revisiting Foundational TAL

Read foundational TAL literature in  
groups and share out important  
parts that relate to SSPC

## Fall 2023 Assess TAL SAOs

Come together as SSPC and evaluate  
our TAL Service Area Outcomes

TAL principles: **Create equitable outcomes**

TAL principles: **ongoing education +  
challenge status quo.**  
Plus, hosting games for principle  
**relationship building.**

# Timeline of SSPC + TAL

**Fall 2024**

## **Reviewing SSPC + TAL**

Discussion and recommitment to  
TAL - what do we want to do now?

TAL principles: **visionary**

**Fall 2025**  
**Data Coaching +  
Review**

Data coaching: presentation with Karen,  
Maria, Michiko on how to collect data and  
ask for data on program review equity  
questions.

TAL principles: **ongoing education**

**Spring 2025**

## **Updating Program Review w/TAL**

Subcommittee of Wissem, Adolfo, Mary, Michiko, Juan  
review and update program review with a TAL lens and  
data focus.

TAL principles: **challenge status quo**

**From our literature  
review groups....**

# What did we review in May, 2024 again?

Givens (2008) Gonzalo, Wissem, Ron, Sergio

- It's not about one leader, it's about the collective - humanizing
  - Inspirational motivation
  - Intellectual stimulation
- Aligning morals and goals with organizational goals



# What did we review in May, 2024 again?

Landing Page & YouTube: Transformational Leadership: Lorraine, Juan, David, Danielle, Bob

- Difference between transactional (project management and employees telling them what to do) and transformational (inspiring them to be greater, get out of comfort zone, aspirational, and beat your fears)
  - Stimulating their innovation and curiosity
- Provide opportunities
- Everyone is pulling in together in the same effort



# What did we review in May, 2024 again?

The Atlantic Institute Webinar: Adolfo, Kathy, Michiko, Mary

- If you don't change the system, we will keep getting the same results
- Your money goes to where your values are
- You see pilot projects or task forces vs. systemic changes
- What does power sharing look like?



# What did we review in May, 2024 again?

Anti-Racist Leadership YouTube: Max, Jinmei, Katie, Maria H.

- Whiteness wants comfort and not change
- Systems change needs to happen with policies and procedures
- Testing pilot programs is not enough
- We need to invest in those policy changes and tie to outcomes







**What do  
we want  
to do now,  
SSPC?**

# Proposal for SSPC and TAL:

Fall 2025:

We work on the TAL **principle of self reflection**.

We can utilize the assessment tool Intercultural Development Inventory, IDI.

Next SSPC: take 20 mins during the meeting to take it.

Two meetings from now: we see our group report and discuss.

Three meetings from now: we come up with an SSPC goal for Spring 2025





**How do we  
put into  
action  
what  
we've  
started?**

# Practicing The TAL Principle of “Creating Equitable Outcomes” through Program Review:

**Break up into small SSPC groups and discuss the following.**

- 1.) How will you answer the equity questions for your program? Get feedback from your group.**
  
- 2.) Karen reminded us that we should be assessing our programs EVERY YEAR. What data will you ask PRIE for this year?**

# What do we want to do now, SSPC?

- How do we want to utilize TAL this year?
- How often do we want to re-visit TAL?
- How do we want to archive our work and provide TAL resources?



# Do we update our mission?

**Mission:** The SSPC **commits to** overseeing the implementation of a comprehensive process for planning and assessing student services based on program review, the effective integration of student learning outcomes into program activities and services, and alignment with the college's mission and strategic goals **through a transformational antiracist leadership lens.**



# How do we define TAL for us?

We, the Student Services Planning Council, commit to define transformational antiracist leadership as: collaborative and engaging work between Cañada College students, faculty, staff, and administrators.

We actively oppose racism by creating change in individuals, in our college, and in our community that raise each other to higher levels of inclusive morality.

We commit to motivating each other to power share, be more accessible in our praxis, behave as anti-racist role models, work to consciously break the replication of systems of oppression, and radically imagine to stimulate innovation and creativity that supports our BIPOC students and colleagues.



# What goals do we want?

- Annually reimagine how we make decisions, communicate, spend money, and serve students with an TAL lens
- Review and update our Student Services policies, procedures, and expectations to change our culture and update the success rate of our BIPOC students
- Feel brave enough as an SSPC that when we see oppression anywhere on campus, we speak up and act





# What else do we need?

# Thank you!

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