

# Handbook of Research on Leading Higher Education Transformation With Social Justice, Equity, and Inclusion

Clint-Michael Reneau  
*California State University, Fullerton, USA*

Mary Ann Villarreal  
*University of Utah, USA*

A volume in the Advances in Higher Education  
and Professional Development (AHEPD) Book  
Series

**IGI Global**   
PUBLISHER of TIMELY KNOWLEDGE

# Table of Contents

<b>Foreword</b> .....	xix
<b>Preface</b> .....	xxi
<b>Acknowledgment</b> .....	xxiii
<b>Introduction</b> .....	xxiv

## **Section 1** **The Body Politic: Conversations**

### **Chapter 1**

Ichigo-Ichie: How Impactful Racial Justice and Transformational Changes Begin With the Urgency of Making Each Encounter Meaningful in Higher Education.....	1
---	---

*Hideko Sera, Morehouse College, USA*

*Andrew F. Wall, University of Redlands, USA*

### **Chapter 2**

Letters to My 25-Year-Old Self: Lessons Learned in a Changing Higher Education Environment .....	18
--	----

*Tracy Poon Tambascia, University of Southern California, USA*

### **Chapter 3**

Hidden: The Power of an Untold Story .....	26
--	----

*Vincent T. Harris, California State University, Fullerton, USA*

### **Chapter 4**

Leading the Transformation of Higher Education Institutions Through Social Justice, Equity, and Inclusion: Becoming a Student-Ready Educator .....	39
--	----

*Maricela Alvarado, California State University, Fullerton, USA*

*Catherine Ward, California State University, Fullerton, USA*

### **Chapter 5**

Supporting Our Students, Protecting Our Energy: Black and Boricua Practitioners' Reflections on Identities Informing Leadership.....	56
--	----

*Stephanie Hernandez Rivera, University of Missouri, USA*

*Jonathan A. McElderry, Wake Forest University, USA*

*Velma Buckner, University of Missouri, USA*

## **Chapter 6**

- Building a Framework for Transformation in Higher Education: Leadership Lessons in  
Emancipatory Education..... 71  
*Heather Lattimer, San José State University, USA*  
*Marcos Pizarro, San José State University, USA*

## **Chapter 7**

- Unlimiting Perspectives: Considering Systemic Assumptions and the Implications of Action and  
Inaction ..... 89  
*DeLa Dos, Association of Research Libraries, USA*

### **Section 2**

### **Moving the Personal to Political**

## **Chapter 8**

- Surviving the Continued Assault of Cultural Centers: Building Capacity During Crisis ..... 108  
*Daisy Torres-Baez, Colorado State University, USA*  
*Alex Romero Felix, University of Nevada, Las Vegas, USA*  
*Gary Santos Mendoza, Rutgers University, Newark, USA*

## **Chapter 9**

- Fostering and Developing Culturally-Aware Mentorship Practices: Connecting People and  
Promoting Action to Dismantle Institutional Barriers to Equity and Inclusion..... 126  
*Katya Jean Armistead, University of California, Santa Barbara, USA*  
*Vanessa Woods, University of California, Santa Barbara, USA*

## **Chapter 10**

- Leadership Is Political: Social Justice and College Student Government ..... 141  
*Michael A. Goodman, University of Maryland, USA*  
*Alexa Lee Arndt, University of Georgia, USA*  
*Ben Parks, University of Maryland, USA*

## **Chapter 11**

- Look for the Helpers: Engaging College Men Through Productive Masculinity ..... 156  
*Kyle Carpenter Ashlee, University of North Carolina at Wilmington, USA*  
*Keenan Colquitt, University of Michigan, USA*  
*Joshua Quinn, University of Houston-Clear Lake, USA*

## **Chapter 12**

- A Reflection on the Role of Community Engagement Professionals in Justice Work..... 170  
*Marianne Magjuka, Wake Forest University, USA*

## **Chapter 13**

- Empowering Educator Allyship by Exploring Racial Trauma and the Disengagement of Black  
Students..... 186  
*TaNeisha P. Barton, Arizona Global University, USA*

<b>Chapter 14</b>	
Curriculum for Compassion.....	198
<i>Rucha Ambikar, Bemidji State University, USA</i>	
<i>Lukas Szrot, Bemidji State University, USA</i>	
<i>Colleen Greer, Bemidji State University, USA</i>	
<i>Debra Peterson, Bemidji State University, USA</i>	

<b>Chapter 15</b>	
Relationships and Ambiguity: Using Authentic Relationships to be Comfortable With Discomfort .....	218
<i>David Hunt, Immaculata University, USA</i>	

**Section 3**  
**Reimagining Leadership in Complex Times**

<b>Chapter 16</b>	
The Essence of Asian Pacific Islander Women Leadership: Courage, Community, Character.....	230
<i>Evette Castillo Clark, Saint Mary's College of California, USA</i>	
<i>Dai To, Saint Mary's College of California, USA</i>	

<b>Chapter 17</b>	
Leadership Redefined: Navigating Power and Privilege for White Women Administrators in Higher Education .....	246
<i>Katrina Struloeff, Drexel University, USA</i>	
<i>Christopher J. Fornaro, Drexel University, USA</i>	
<i>Kimberly Sterin, Drexel University, USA</i>	
<i>Jocelyn A. Gutierrez, Texas A&amp;M University, Corpus Christi, USA</i>	
<i>Alonzo M. Flowers III, Drexel University, USA</i>	

<b>Chapter 18</b>	
Anger and Thirst for Change Among Students With Disabilities in Higher Education: Exploring Universal Design for Learning as a Tool for Transformative Action .....	268
<i>Frederic Fovet, Royal Roads University, Canada</i>	

<b>Chapter 19</b>	
Resistance Through Praxis: Engaging Fraternity/Sorority Members in Intentional Inclusion Practices .....	291
<i>Samuel Morales, California State University, Fullerton, USA</i>	
<i>Jordan Bierbower, California State University, Fullerton, USA</i>	

<b>Chapter 20</b>	
Disrupting Structural Whiteness in Higher Education: A Path to Critical Institutional Change.....	306
<i>Chris Corces-Zimmerman, University of Arizona, USA</i>	
<i>Deborah E. Southern, University of Southern California, USA</i>	

**Chapter 21**

The Miseducation of Hispanic Children: Preparing Preservice Teachers to Support Diverse Learners ..... 326  
*J. Elizabeth Casey, Texas A&M University-Central Texas, USA*  
*Selina V. Mireles, Independent Researcher, USA*

**Chapter 22**

A Modest Proposition ..... 339  
*Clint-Michael Reneau, California State University, Fullerton, USA*  
*Ioakim Boutakidis, California State University, Fullerton, USA*

**Compilation of References** ..... 361

**About the Contributors** ..... 409

**Index** ..... 419