SAN BRUNO
Community Foundation

AB-361
CORONAVIRUS COVID-19

On September 16, 2021, the Governor of California signed AB-361 suspending certain provisions of the Ralph M. Brown Act in order to allow for local legislative bodies to conduct their meetings telephonically or by other electronic means. To reduce the spread of COVID-19, meetings of the San Bruno Community Foundation's Board of Directors are being conducted electronically. The meeting is not available for in-person attendance. Members of the public may attend the meeting by video or phone following the links below in this agenda.

If you would like to make a Public Comment on an item not on the agenda, or comment on a particular agenda item, you may address the Board orally during the meeting, or you may email us at info@sbcf.org. The length of all emailed comments should be commensurate with the three minutes customarily allowed per speaker, which is approximately 300 words total. Emails received before the special or regular meeting start time will be forwarded to the Foundation Board of Directors, posted on the Foundation's website and become part of the public record for that meeting. If emailed comments are received after the meeting start time, or after the meeting ends, they will be forwarded to the Foundation Board of Directors and filed with the agenda packet becoming part of the public record for that meeting. Emails received will not be read aloud during the meeting.

Individuals who require special assistance of a disability-related modification or accommodation to participate in this meeting, or who have a disability and wish to request an alternative format for the agenda, agenda packet or other writings that may be distributed at the meeting, should contact Leslie Hatamiya, Executive Director, 48 hours prior to the meeting at (650) 763-0775 or by email at info@sbcf.org. Notification in advance of the meeting will enable the San Bruno Community Foundation to make reasonable arrangements to ensure accessibility to this meeting, the materials related to it, and your ability to comment.

AGENDA

SAN BRUNO COMMUNITY FOUNDATION

Special Meeting of the Board of Directors

January 30, 2023
7:00 p.m.

Zoom Meeting Details:
https://us02web.zoom.us/j/82596878220?pwd=aUNGSjhLQVJtajV6SnUraDhvVHJIZz09
Webinar ID: 825 9687 8220
Passcode: 912187
Dial-in: (669) 900-6833

1. **Call to Order/Welcome**

2. **Roll Call**

3. **Public Comment:** Individuals are allowed three minutes. It is the Board's policy to refer matters raised in this forum to staff for research and/or action where appropriate. The Brown Act prohibits the Board from discussing or acting upon any matter not agendized pursuant to State Law.

4. **Study Session:** Diversity, Equity, and Inclusion Training led by Jana Kiser and Bela Bhasin of Libertiva

5. **Board Member Comments**

6. **Adjourn:** The next regular meeting of the Board of Directors is scheduled for Wednesday, February 1, 2023, at 7:00 p.m.

SAN BRUNO
Community Foundation

Memorandum

DATE: January 26, 2023

TO: Board of Directors, San Bruno Community Foundation

FROM: Leslie Hatamiya, Executive Director

SUBJECT: Diversity, Equity, and Inclusion Study Session, Led by Jana Kiser and Bela Bhasin of Libertiva

The main agenda item at the Board's January 30, 2023, special meeting will be a Diversity, Equity, and Inclusion (DEI) study session for SBCF Board and staff. The DEI study session will be led by Jana Kiser and Bela Bhasin, consultants with Libertiva, the consulting firm we have brought on to guide our DEI efforts. This study session was originally scheduled for the January 4, 2023, regular meeting but was postponed after power outages during a storm that evening prevented the consultants from attending.

At the January 5, 2022, Board meeting, during the Board's study session on "Roles, Responsibilities, and Operating Norms of the Board of Directors," the Board discussed the value of DEI training and agreed to have the new Board members participate in the self-assessment and individual meetings with the DEI consultant in which Board members participated in 2021 and to have the Board engage in at least one DEI discussion each year. When I reached out to Dr. Rona Halualani of Halualani & Associates, who guided the Foundation's 2021 DEI discussions, she informed me that she had semi-retired and was not taking on new projects. After a search to find a consultant who would be a good fit for our needs, President Malissa Netane-Jones and I selected Jana Kiser of Libertiva to provide consultant support for the Foundation's DEI trainings.

These DEI trainings are a two-part effort. First, in December and early January, Ms. Kiser is conducting two-hour individualized assessment, training, and reflection sessions with the four directors who joined the Board in 2022 and the new program manager, focusing on the examination and transformation of internal biases/leanings that result in everyday acts of bigotry and the adoption of practices that promote DEI. As part of these individualized trainings, Ms. Kiser is utilizing a DEI self-assessment tool developed at the Harvard Graduate School of Education.

The second part of this effort is a full-Board session, which will be conducted as a two-hour study session during the January 4 Board meeting. It will be jointly led by Ms. Kiser and her

colleague Bela Bhasin. Short biographies for both consultants are attached to this memorandum.

The full-Board session will focus on implicit bias – what it is, how it works, why it matters, how we can counteract it, and how it affects our work at the Foundation. Attached is a packet from the consultants that highlights the desired outcomes for the session, a detailed agenda for the session, and a note-taking guide that you may find helpful using during the session to capture your thoughts. The packet also includes two assigned background materials that the consultants ask you to read/view before the meeting:

- A Ted Talk (14 mins long) by Professor Jerry Kang, who was the Founding Vice-Chancellor of Equity, Diversity, and Inclusion at UCLA (https://www.youtube.com/watch?v=9VGbwNI6Ssk)
- *Scientific American* article on why implicit bias matters (https://www.scientificamerican.com/article/how-to-think-about-implicit-bias/ and also attached to this memo)

We ask that you approach this DEI training with an open mind and willingness to reflect and engage.

Attachments:
1. DEI Training Packet from Libertiva
2. "How to Think about Implicit Bias," by Keith Payne, Laura Niemi, and John M. Doris, *Scientific American*, March 27, 2018
3. Consultant Biographies

January 4, 2023

Experiential Outcomes

Participants will…

- Feel welcomed, heard, seen, and a sense of belonging

- Build relationships and a sense of community with colleagues in the cohort

- Embrace a learners' mindset

- Engage with courageous vulnerability

- Expand skills that foster healing and resilience

- Co-build a context with colleagues that promotes growth and learning

Learning Outcomes

Participants will…

- Understand the concepts of identity, unearned disadvantage and unearned advantage

- Understand the difference between implicit and explicit bias and the key brain processes at play in implicit bias

- Understand how implicit bias impacts individuals, institutions and structures in creating inequities

- Learn about fixed mindset, growth mindset, and our malleable brains and enhance their own sense of agency and potential with skills to embrace a growth mindset

- Gain tangible skills to recognize, interrupt and shift implicit bias in themselves and at work

Pre-Work

- Watch this Ted Talk (14 mins long) by Professor Jerry Kang, who was the Founding Vice-Chancellor of Equity, Diversity, and Inclusion at UCLA

- Read this short article about why implicit bias matters

SAN BRUNO
Community Foundation
in collaboration with *jk*

SESSION AGENDA		
Topic	**Content**	**Materials**
Opening	- Welcome - Nervous system regulation - Today's training - Brave space	
Implicit Bias: We all have this problem to address	Introduction What is Implicit Bias Difference between explicit and implicit bias Difference between conscious & unconscious mind Ways in which bias can be activated Why does bias matter?	[Ted Talk](#) [How to Think about 'Implicit Bias'](#) [THE LAB: DECOY](#)
3 Key Brain Processes	3 key brain processes - Priming - Associations - Associations schema exercise - Assumptions *Reflection* - What is a bias that you once held or still hold that is not aligned to one of your values? How did you realize you held/hold this bias?	
5 mins	**BREAK**	
Topic	**Content**	**Materials**
Unearned Advantage/ Disadvantage	- What's at the root of Implicit Bias? - Identity Wheel *Reflection*: What are some of your identities that come to mind as you look at this Identity Wheel? - What is unearned advantage/disadvantage? *Reflection*: - What are one or more ways in which you've had unearned advantage/privilege in your life?	[What is Privilege?](#)

	○ What are one or more ways in which you've had unearned disadvantage in your life?
	● *Organizational Reflection*
	    ○ What are one or more ways in which your organization has unearned advantage/privilege?
	    ○ What are one or more ways in which your organization might have unearned disadvantage?
	● Unearned advantage/disadvantage and implicit Bias	

Counteracting Implicit Bias: Change Our Thinking *(including Growth Mindset)*	● What is a growth mindset? ● Steps and strategies to counteract implicit biases	[Strategies to Counteract Implicit Biases](#)
Closing	● Share out what's sticking from today's session	

In-Session Notes

KNOWLEDGE: WHAT IS IMPLICIT BIAS?

KEY TAKEAWAYS/REFLECTIONS

KNOWLEDGE: DIFFERENCES BETWEEN IMPLICIT AND EXPLICIT BIAS

KEY TAKEAWAYS/REFLECTIONS

KNOWLEDGE: BRAIN PROCESSES: PRIMING, ASSOCIATIONS, AND ASSUMPTIONS

KEY TAKEAWAYS/REFLECTIONS

KNOWLEDGE: UNEARNED ADVANTAGE/DISADVANTAGE

KEY TAKEAWAYS/REFLECTIONS

KNOWLEDGE: FIXED MINDSET, GROWTH MINDSET, AND OUR MALLEABLE BRAINS

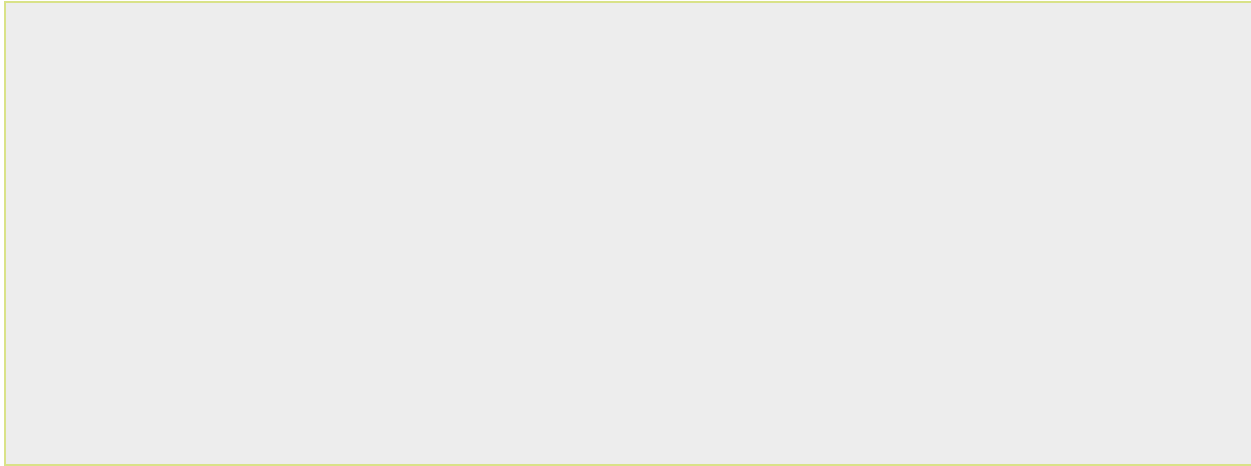KEY TAKEAWAYS/REFLECTIONS

SAN BRUNO Community Foundation *in collaboration with* **jk**

SKILL: INTERRUPTING IMPLICIT BIAS

KEY TAKEAWAYS/REFLECTIONS

Terms and Definitions

Term:	**Implicit Bias**
Definition:	"Research on implicit bias suggests that people can act on the basis of prejudice and stereotypes without intending to do so. -Stanford Encyclopedia of Philosophy "Biases are the stories we make up about people before we actually know who they are." - Verna Myers "Implicit bias describes when we have attitudes towards people or associate stereotypes with them without our conscious knowledge. A fairly commonplace example of this is seen in studies that show that white people will frequently associate criminality with black people without even realizing they're doing it." -Perception Institute
Notes for Your Personal Definition/Term Usage:	

Term:	**Growth Mindset**
Definition:	"In a growth mindset, people believe that their most basic abilities can be developed through dedication and hard work—brains and talent are just the starting point. This view creates a love of learning and a resilience that is essential for great accomplishment." -Carol Dweck

Notes for Your Personal Definition/Term Usage:

| Term:	**Fixed Mindset**

Definition:	"In a fixed mindset, people believe their basic qualities, like their intelligence or talent, are simply fixed traits. They spend their time documenting their intelligence or talent instead of developing them. They also believe that talent alone creates success—without effort." -Carol Dweck

Notes for Your Personal Definition/Term Usage:

Term:	
Definition:	

Notes for Your Personal Definition/Term Usage:
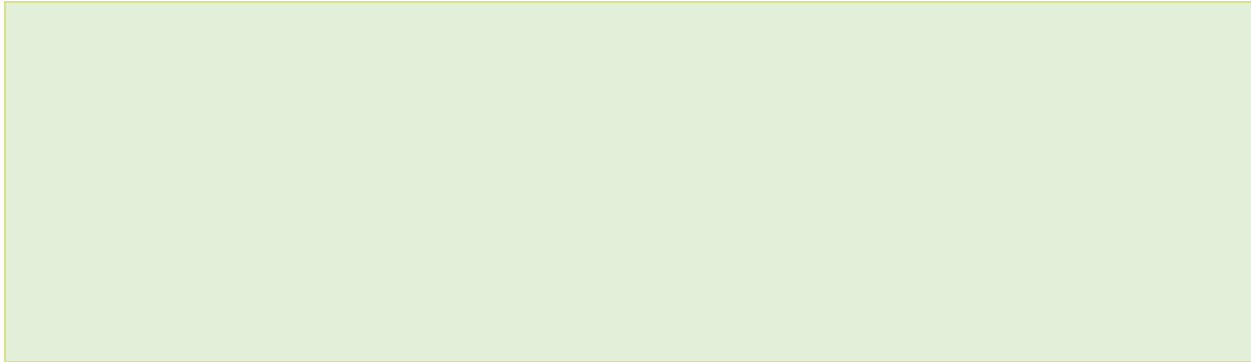
Reflections Log

PROMPT/TOPIC: WHAT IS A BIAS THAT YOU ONCE HELD OR STILL HOLD THAT IS NOT ALIGNED TO ONE OF YOUR VALUES? HOW DID YOU REALIZE YOU HELD OR HOLD THIS BIAS?

REFLECTIONS:

PROMPT/TOPIC: WHAT ARE ONE OR MORE WAYS IN WHICH YOU HAVE HAD UNEARNED ADVANTAGE/PRIVILEGE IN YOUR LIFE?   WHAT ARE ONE OR MORE WAYS IN WHICH YOU'VE HAD UNEARNED DISADVANTAGE IN YOUR LIFE?

REFLECTIONS:

PROMPT/TOPIC: WHAT ARE ONE OR MORE WAYS IN WHICH YOUR ORGANIZATION HAS UNEARNED ADVANTAGE/PRIVILEGE? WHAT ARE THERE ONE OR MORE WAYS IN WHICH YOUR ORGANIZATION MIGHT HAVE UNEARNED DISADVANTAGE?

AS YOU THINK ABOUT YOUR ORGANIZATION'S UNEARNED ADVANTAGE/PRIVILEGE, WHAT IS AN IMPLICIT BIAS YOU MIGHT HOLD AS A RESULT OF THIS ADVANTAGE/PRIVILEGE? WHAT PRIMING MIGHT HAVE CONTRIBUTED TO THIS?

REFLECTIONS:

PROMPT/TOPIC: HOW MIGHT WE AT THE SAN BRUNO COMMUNITY FOUNDATION "SPEND" OUR PRIVILEGE (UNEARNED ADVANTAGES) IN SERVICE OF DIVERSITY, EQUITY, AND INCLUSION?

REFLECTIONS:

PROMPT/TOPIC: REVIEW THE STRATEGIES FOR BIAS INTERRUPTION AND IDENTIFY AT LEAST ONE STRATEGY AT EACH LEVEL THAT YOU COMMIT TO PRACTICING.

REFLECTIONS:

How to Think about 'Implicit Bias'

Amid a controversy, it's important to remember that implicit bias is real—and it matters

∙∙∙∙∙∙∙∙∙∙∙∙∙∙∙∙∙∙∙∙∙∙∙∙

By Keith Payne, Laura Niemi, John M. Doris on March 27, 2018

Credit: Lyubov Ivanova *Getty Images*

When's the last time a stereotype popped into your mind? If you are like most people, the authors included, it happens all the time. That doesn't make you a racist, sexist or whatever-ist. It means your brain is noticing patterns and making generalizations. But the same thought processes that make people smart can also make them biased. This tendency for stereotype-confirming thoughts to pass spontaneously through our minds is what psychologists call implicit bias. It sets people up to overgeneralize, sometimes leading to discrimination even when people feel they are being fair.

Studies of implicit bias have drawn ire from both the right and the left. For the right, talk of implicit bias is just another instance of progressives seeing injustice under every bush. For the left, implicit bias diverts attention from more damaging instances of explicit bigotry. Debates have become heated and have leaped from scientific journals to the popular press. Along the way, some important points have been lost. We highlight two misunderstandings that anyone who wants to understand implicit bias should know about.

First, much of the controversy centers on the most famous implicit bias test, the Implicit Association Test (IAT). A majority of people taking this test show evidence of implicit bias, suggesting that most individuals are implicitly biased even if they do not think of themselves as prejudiced. As with any measure, the test does have limitations. The stability of the test is low, meaning that if you take the same test a few weeks apart, you might score very differently. And the correlation between a person's IAT scores and discriminatory behavior is often small.

The IAT is a measure, and it doesn't follow from a particular *measure* being flawed that the *phenomenon* we are attempting to measure is not real. Drawing that conclusion is to commit the Divining Rod Fallacy: just because a rod doesn't find water doesn't mean there's no such thing as water. A smarter move is to ask, "What does the other evidence show?"

In fact, there is lots of other evidence. There are perceptual illusions, for example, in which white subjects perceive Black faces as angrier than white faces with the same expression. Bias can cause people to see harmless objects as weapons when they are in the hands of Black men and to dislike abstract images that are paired with Black faces. And there are dozens of variants of laboratory tasks finding that most participants are faster to identify bad words paired with Black faces than with white faces. None of these measures is without limitations, but each shows the same pattern of reliable bias as the IAT. There is a mountain of evidence—independent of any single test—that implicit bias is real.

The second misunderstanding is about what scientists mean when they say a measure predicts behavior. One frequent complaint is that an individual's IAT score doesn't tell you whether the person will discriminate on a particular occasion. This is to commit the Palm Reading Fallacy: unlike palm readers, research psychologists aren't usually in the business of telling you, as an individual, what your life holds in store. Most measures in psychology, from aptitude tests to personality scales, are useful for predicting how *groups* will respond *on average*, not forecasting how particular *individuals* will behave.

The difference is crucial. Knowing that an employee scored high on conscientiousness won't tell you much about whether their work will be careful or sloppy if you inspect it right now. But if a large company hires hundreds of employees who are all conscientious, this will likely pay off with a small but consistent increase in careful work on average.

Implicit bias researchers have always warned against using the tests for predicting individual outcomes, such as how a particular manager will behave in job interviews—they've never been in the palm-reading business. What the IAT does, and does well, is predict average outcomes across larger entities such as counties, cities or states. For example, metro areas with greater average implicit bias have larger racial disparities in police shootings. And counties with greater average implicit bias have larger racial disparities in infant health problems. These correlations are important: the lives of Black citizens and newborn Black babies depend on them.

Field experiments demonstrate that real-world discrimination continues and is widespread. White applicants get about 50 percent more callbacks than Black applicants with the same résumés; college professors are 26 percent more likely to respond to a student's e-mail when it is signed by Brad rather than Lamar; and physicians recommend less pain medication for Black patients than for white patients with the same injury.

Today managers are unlikely to announce that white job applicants should be chosen over Black applicants, and physicians don't declare that Black people feel less pain than white people. Yet the broad pattern of discrimination and disparities seen in field studies persists. It bears a much closer resemblance to the widespread stereotypical thoughts seen on implicit bias tests than to results of survey studies in which most people present themselves as unbiased.

One reason people on both the right and the left are skeptical of implicit bias might be pretty simple: it isn't nice to think we aren't very nice. It would be comforting to conclude, when we don't consciously entertain impure intentions, that all of our intentions are pure. Unfortunately, we can't conclude that: many of us are more biased than we realize. And that is an important cause of injustice—whether you know it or not.

ABOUT THE AUTHOR(S)

Keith Payne is a professor in psychology and neuroscience at the University of North Carolina at Chapel Hill. He is author of *The Broken Ladder: How Inequality Affects the Way We Think, Live, and Die* (Viking, 2017).

Recent Articles by Keith Payne

The Truth about Anti-White Discrimination

The Discrimination Tax

The Myth of Executive Stress

Laura Niemi is an assistant professor in the department of psychology at Cornell University. She researches moral judgment and the implications of differences in moral values.

John M. Doris is Peter L. Dyson Professor of Ethics in Organizations and Life at the Charles H. Dyson School of Applied Economics and Management and a professor at the Sage School of Philosophy at Cornell University.

JANA KISER, LIBERTIVA CEO and ANCHOR FACILITATOR

Jana Kiser is a social entrepreneur who has more than twenty years of experience partnering with youth, adults, and communities in pursuit of social justice, equity, and peace. A Puerto Rican woman of mixed heritage, Jana's personal history has infused her professional path with empathy, passion for social impact, and a powerful capacity for bridge-building and change. She is a purpose-driven leader, inspiring trainer, cultivator of talent, and proven strategist.

In 1997, Jana founded Global Learning (GL), an international nonprofit organization dedicated to using education for peace and justice. She led Global Learning for eighteen years during which time the organization became a standout leader in diversity, equity, and inclusion (DEI) internationally. GL's community-driven programming gave 20,000 children from underserved communities in Costa Rica, Nicaragua, Mexico, and the United States access to life-changing learning opportunities that addressed severe educational inequity. Seventy percent of GL's 600 volunteers and staff identify as people of color and more than half are from countries in the developing world. Working within contexts influenced by geopolitical power imbalances, the legacy of colonial oppression, and systemic racism, Jana collaborated with GL colleagues from more than twenty-four countries to set a replicable template for collaborative, empowering, and skillful program facilitation that enabled diverse individuals to come together as peers and overcome divisive differences. Jana co-created an organizational ethos extraordinary in its ability to motivate, welcome, and include people from all walks of life.

After serving as a diversity specialist/bilingual science educator at the Headlands Institute (now called Nature Bridge) in the Golden Gate National Recreation Area and then a school administrator at a K-8 public school in Redwood City, Jana served for six years as the Executive Director of Redwood City 2020, a collective impact organization that addresses inequity and the effects of poverty through health and wellness programming, community schools, family engagement, youth development, immigrant services, and anti-racism efforts.

In 2019 Jana founded Libertiva (previously operating as Jana Kiser Consulting) and is dedicated to a robust consulting practice focused on mindfulness training, leadership coaching, and diversity, equity, and inclusion. Jana and the Libertiva team work with organizations ranging from local governments and collective impact organizations to local and national nonprofits to reform, instill, and embolden DEI and collective liberation.

Jana has a Bachelor of Arts degree in Peace and Justice Studies from Wellesley College, with an emphasis in International Community Development. A longtime mindfulness practitioner, Jana received her teaching certification from the Awareness Training Institute and Greater Good Science Center at the University of California Berkeley. As a George Mitchell Scholar, Jana earned a Master of Arts degree in International Relations from the University of Limerick (Ireland). Jana also has a Master of Arts degree in International Education Policy from Harvard University.

BELA BHASIN, LIBERTIVA CONSULTANT AND ANCHOR FACILITATOR

Bela Bhasin is a leader, coach, and facilitator with a passion for creating liberatory cultures in educational institutions, non-profits, and governmental agencies. With more than two decades of experience, Bela's work has included school redesign, leadership coaching, designing, engaging, and humanizing professional learning experiences for adults, and DEI projects. Much of her work is focused on centering the needs and voices of those most vulnerable in our communities.

Bela has been working as a Libertiva consultant since 2021. Her recent partnerships include National Equity Project, Partners in School Innovation, The Teaching Well, San Francisco Unified School District, Oakland Unified School District, Aspire Public Schools, and the City of Redwood City (RWC). With RWC, Bela has served as a curriculum designer and facilitator in Foundational Equity Series and an Employee Resource Group facilitator.

Previously, Bela served as the Director of School Transformation and Design at Educate78. Under Bela's leadership, Educate78 developed and launched the Transformational School Review Process which was used at many Oakland schools in their redesign efforts.

A collaborative and reflective leader, Bela values working across differences and cultivating positive relationships with colleagues and partners and approaches her work with humility and integrity.

Bela has a Bachelor of Arts in Psychology from St. Xavier's College, Mumbai, India, and a Master of Arts degree in Early Childhood Education from Wheelock College in Boston, MA. She received her National Board Certification in 2000. Bela was born and raised in India and moved to the U.S in 1990.