



UNIVERSITY OF SAN FRANCISCO
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Master of Nonprofit Administration

A New Pipeline: Building a Transformative Leadership Pipeline for Formerly Incarcerated Individuals

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NPA 622: Nonprofit Data Analysis-Capstone

Semester, Spring 2023

Instructor: Dr. Richard Gregory Johnson III

INTRODUCTION



BACKGROUND

Bachelors in Criminal Justice



SAN FRANCISCO
STATE UNIVERSITY



EXPERIENCE

Reentry Program



INSPIRATION

Nonprofit Leadership



UNIVERSITY OF
SAN FRANCISCO | School of
Management

Master of Nonprofit Administration

PURPOSE

PURPOSE STATEMENT

The purpose of this report is to highlight the importance of leadership representation in the nonprofit sector of the community it serves, with a focus on promoting diversity and inclusion by establishing a pipeline to leadership for formerly incarcerated individuals



WHY THIS IS IMPORTANT?

1. Emphasize the importance of leadership representation in your organization that is reflective of the community it serves
2. Returning community members deserve a chance to be leaders within their community

PROJECT OBJECTIVES

Identify and highlight the challenges and barriers returning community members face



Encourage nonprofit organizations to invest formerly incarcerated individuals in their leadership journey



Develop recommendations for organizations to create a pipeline to leadership for formerly incarcerated individuals

PROJECT BENEFITS

1

Nonprofit Sector Benefits

This report offers recommendations how nonprofit organizations can help create an inclusive environment, and increase the awareness of representation in the sector

2

Organizational Benefits

This report offers recommendations how organizations can better support system impacted individuals in their leadership journey

3

Community Benefits

This report provides an understanding of the obstacles formerly incarcerated individuals face, and highlight the importance of leadership development

METHODS AND APPROACHES

Research Questions

- RQ1: What barriers do formerly incarcerated individuals face that could impact their leadership journey in the nonprofit sector?
- RQ2: What organizations have helped formerly incarcerated individuals develop as leaders?
- RQ3: What can organizations do to build a pathway to leadership for formerly incarcerated individuals in the workplace?



Literature Review

- Books
- Foundation Reports
- Academic Journals
- Expert articles



Interviews

- Three semi-structured interviews were conducted via Zoom
- Interviewees have had some form of prior justice involvement and are leaders within their community and organizations
- Lead Community Health Worker/National Trainer at Transitions Clinic Network
- Lead Organizer at Young Women's Freedom Center
- Director of Strategic Partnerships at SF Pretrial Diversion Project

DATA ANALYSIS

RQ 1: WHAT BARRIERS DO FORMERLY INCARCERATED INDIVIDUALS FACE THAT COULD IMPACT THEIR LEADERSHIP JOURNEY IN THE NONPROFIT SECTOR?

THEME 1

Collateral Consequences
of the system

Exemplar Quotes

“Challenges I would face is, I would love to have a degree, but from my background, economically, it doesn't make sense right now. Having a house, a bill, being, considered possibly successful and such. I think having a record against me and in many ways hurts me, even though I've been able to utilize it as a part of my success, which is rare, right.”-Interviewee #1

THEME 2

Disclosing your
background

Exemplar Quotes

“...having to disclose my background has been a challenge. Over time things kind of like fade away a little bit, so I haven't really ran into that.”-Interviewee #3

DATA ANALYSIS

RQ 2: WHAT HAVE ORGANIZATIONS DONE TO HELP FOREMRLY INCARCERATED INDIVIDUALS DEVELOP AS LEADERS?

THEME 1

Achieving higher education

Exemplar Quotes

“When I first started, they were like (Young Women’s Freedom Center), do you want to go to school? And I was like year, but I’m doing the work, how am I gonna do work and do school? They said well you could a few hours of school, but that still be under your pay”.-Interviewee #2

THEME 2

Inviting & supporting system impacted individuals in the work

Exemplar Quotes

“... transitions Clinic Network. When I got out, I was actually a patient there and, I went from patient to, now their top lead community health worker nationally.”- Interviewee #1

DATA ANALYSIS

RQ 3: WHAT CAN ORGANIZATIONS DO TO BUILD A PATHWAY TO LEADERSHIP FOR FORMERLY INCARCERATED INDIVIDUALS IN THE WORKPLACE?

THEME 1

Understand with an open mind of lived experiences

Exemplar Quotes

“Like, it takes a lot of patience. The onboarding is not, you know, it depends. Everybody's situation is different. And I think that really understanding that, you're not just hire, if you're gonna hire someone who's been through that type of trauma of incarceration, especially someone who's done like 30, 40 years and then they're coming home and you're hiring them, that you have to have patience and have a different type of onboarding because it's a whole new world for folks.”- Interviewee #3

THEME 2

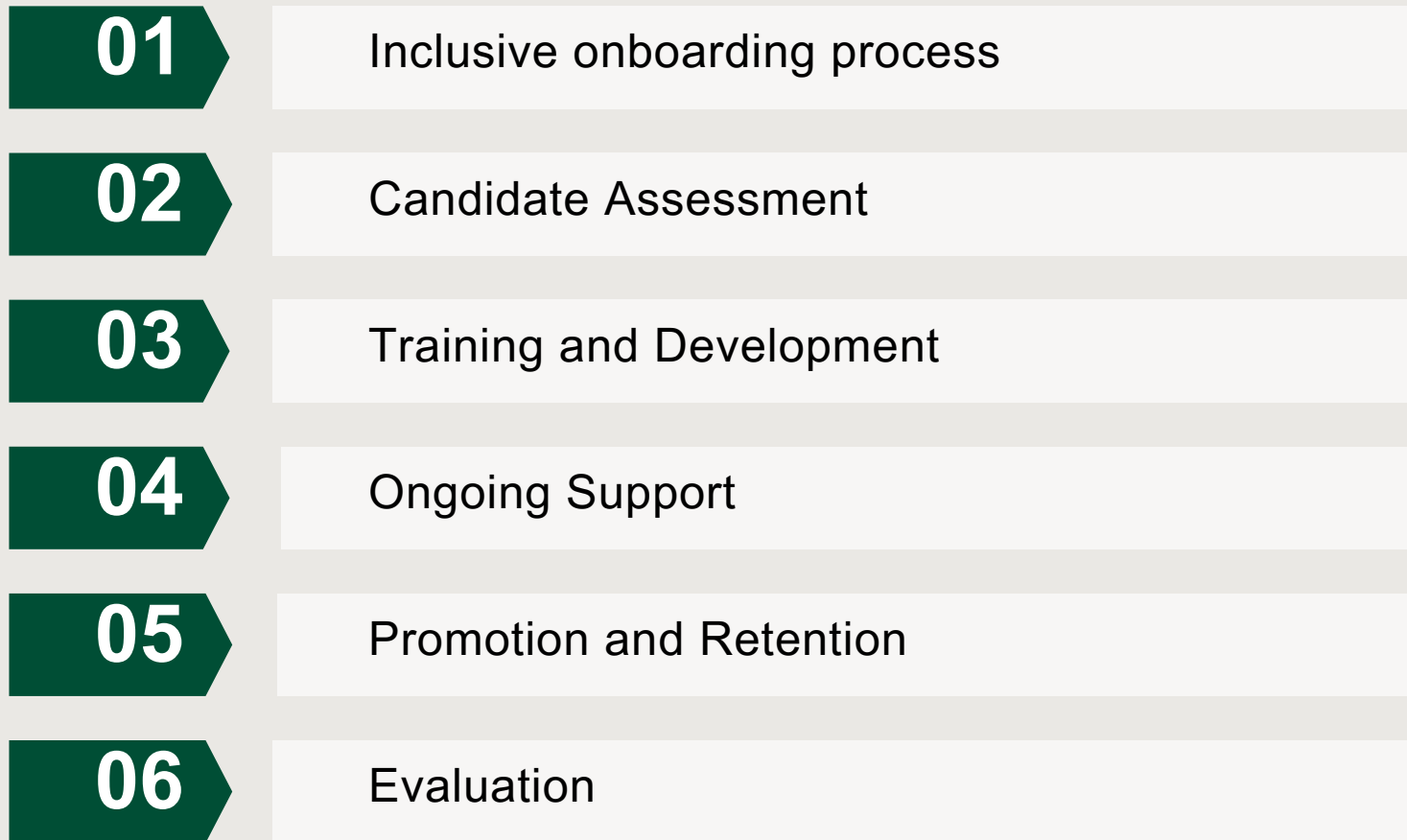
Believing in System Impacted People

Exemplar Quotes

“Leaders create leaders, Bosses just create enemies. I'm a leader. And so that's another thing for the nonprofit world. What, should they do? Create those positions and those foundations, you know, let us start being a part of where the money goes. Let us be a part of the implementation. Let us be a part of defining the problem as well as the solution. Let us play a bigger role in helping the community understand our community.”-Interviewee #1

IMPLICATIONS AND RECOMMENDATIONS

Six-Step Inclusive Leadership Pipeline



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Aguilar, Jacqueline, MNA - Master of Nonprofit Administration - Capstone Project

SUMMARY

While developing leadership roles for employers is critical to running an effective organization, building a bridge for those who have directly lived experiences regarding its mission is critical. Bringing back community members you have served to your organization is highly recommended and essential. This capstone research report will focus on building a leadership pipeline for formerly incarcerated individuals within the nonprofit sector.

PURPOSE

The purpose of this report is to highlight the importance of leadership representation in the nonprofit sector of the community it serves, with a focus on promoting diversity and inclusion by establishing a pipeline to leadership for formerly incarcerated individuals

RESEARCH

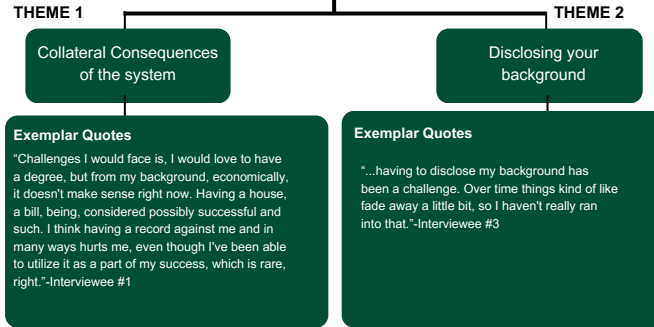
- **RQ1:** What barriers do formerly incarcerated individuals face that could impact their leadership journey in the nonprofit sector?
- **RQ2:** What organizations have helped formerly incarcerated individuals develop as leaders?
- **RQ3:** What can organizations do to build a pathway to leadership for formerly incarcerated individuals in the workplace?

METHODS

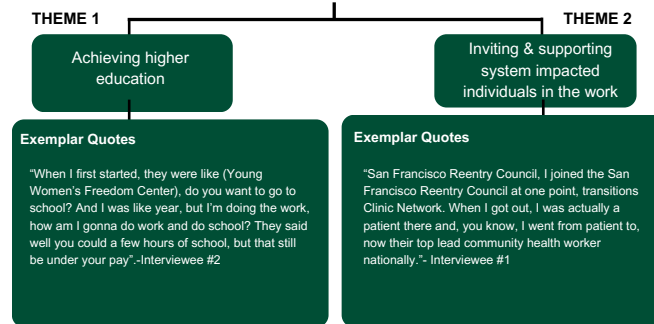
- **Literature Review:** Books, Foundation Reports, Academic Journals, Expert Articles
- **Interviews:** Three semi-structured interviews conducted via Zoom

DATA AND ANALYSIS

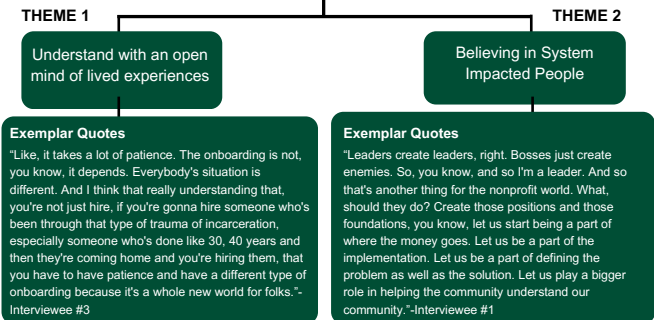
RQ 1: WHAT BARRIERS DO FORMERLY INCARCERATED INDIVIDUALS FACE THAT COULD IMPACT THEIR LEADERSHIP JOURNEY IN THE NONPROFIT SECTOR?



RQ 2: WHAT HAVE ORGANIZATIONS DONE TO HELP FOREMRLY INCARCERATED INDIVIDUALS DEVELOP AS LEADERS?



RQ 3: WHAT CAN ORGANIZATIONS DO TO BUILD A PATHWAY TO LEADERSHIP FOR FROMERLY INCARCERATED INDIVIDUALS IN THE WORK PLACE?



RESULTS

Six-Step Inclusive Leadership Pipeline

- 01 Inclusive onboarding process
- 02 Candidate Assessment
- 03 Training and Development
- 04 Ongoing Support
- 05 Promotion and Retentin
- 06 Evaluation

RECOMMENDATIONS

1. **Mentorship:** Provide coaching or mentoring for ongoing support
2. **Empathy and understanding:** Develop an understanding for the reentry population, and their needs
3. **Create Opportunities:** Encourage personal growth and provide development opportunitites

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Bourke, J., & Dillon, B. (2016). The six signature traits of inclusive leadership. Deloitte Insights. <https://www2.deloitte.com/us/en/insights/topics/talent/six-signature-traits-of-inclusive-leadership.html>

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