



“Make the road  
by walking it”

HTI Latinas in Leadership

Deborah H.C. Gin, MDiv, PhD  
ATS Director of Research & Faculty Development

# My road

- Student Employee (Recruitment/Seminary) \$
- Coordinator (Recruitment, Registrar/Seminary) \$
- **Director (Degree Program/Seminary)** \$\$
- Director (Diversity/University) \$\$\$
- Director (Assessment Analysis/University) \$\$\$
- Administrator/University  
Associate Professor/Seminary \$\$\$\$
- Academic Dean (Seminary) \$\$\$\$

Counterproposal



Proposal





# Data for the road

- Trends
- Patterns → systemic inequities
- Disaggregation

[ATS Data Visualization](http://www.ats.edu/Data-Visualization) ([www.ats.edu/Data-Visualization](http://www.ats.edu/Data-Visualization))



# Priority according to whom?

		Women	R/E Respondents
1	Standards	Standards	Standards
2	Programs & services	Research & data	<b>Diversity</b>
3	Research & data	Programs & services	Programs & services
4	Models	<b>Diversity</b>	Models
5	Advocacy	Models	Research & data
6	<b>Diversity</b>	Advocacy	Advocacy



# Data for the road

- Trends
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# Advice for your road

## **#1 – Understand Structural Challenges**

- Sexism, racism, other -isms
  - Glass cliffs
  - Asymmetrical expectations of men and women leaders
  - Prove-it-again bias
- 
- 

# My road

- Student Employee (Recruitment/Seminary) \$
- Coordinator (Recruitment, Registrar/Seminary) \$
- ~~Director~~ **Regional Center Intern** \$\$
- Director (Diversity/University) \$\$\$
- Director (Assessment Analysis/University) \$\$\$
- Administrator/University  
Associate Professor/Seminary \$\$\$\$
- Academic Dean (Seminary) \$\$\$\$

Counterproposal





Proposal





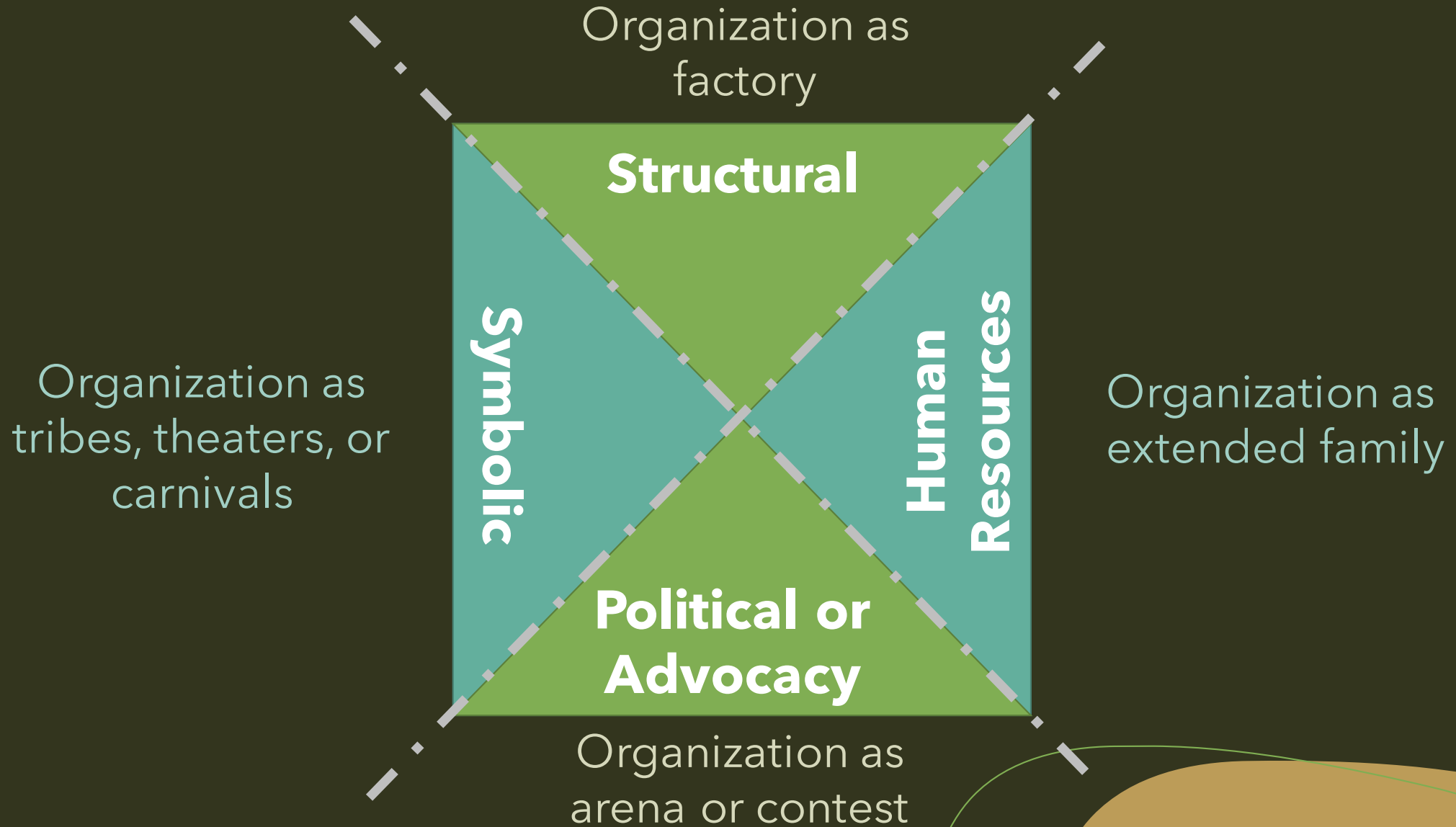
# Advice for your road

## **#1 – Understand Structural Challenges**

- Sexism, racism, other -isms
  - Glass cliffs
  - Asymmetrical expectations of men and women leaders
  - Prove-it-again bias
  - Unscrutinized hiring practices
- 
- 



## #2–Study Leadership–Look for Org Patterns





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