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# Leadership and Mentorship for Black and Racialized Students

**Presentation at the University of Windsor**

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University of Calgary



# Land Acknowledgement

- The University of Windsor sits on the traditional territory of the Three Fires Confederacy of First Nations, which includes the Ojibwa, the Odawa, and the Potawatomi. We respect the longstanding relationships with First Nations people in this place in the 100-mile Windsor-Essex peninsula and the straits – les détroits – of Detroit.
- I am committed to supporting Indigenous sovereignty
- I am mindful of broken covenants and strive to make it right with the land and with each other

# Funding Acknowledgement

- Government of Canada
- Edmonton Community Foundation
- Alberta Children's Hospital Research Institute
- O'Brien Institute for Public Health
- Killam Laureate
- Cumming School of Medicine, University of Calgary

# Setting the Scene

- Respect
  - Inclusive
  - We are all learners
  - Safe
  - Confidential
- 
- Focus on Black and Racialized Students and Youth

# Ancestral Acknowledgement

- I would like to also acknowledge our ancestry, a deep and profoundly relevant history of African and Black people across the diaspora.
- We have a history, lineage, and inheritance that predates this country, chattel slavery, and colonialism with some of our ancestors forcibly displaced by the transatlantic slave trade against their will.
- I acknowledge our struggle and survival and honor our narrative and self-determination
- People of African Descent continue to contribute to ensure a vibrant life in Canada despite our history of colonization, slavery, segregation, environmental discrimination and deskilling.
- Today, I stand valued, grateful and proud to be an African or Black

# About Me



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- Respect
- Education
- Appreciation
- Spirituality
- Collectivist

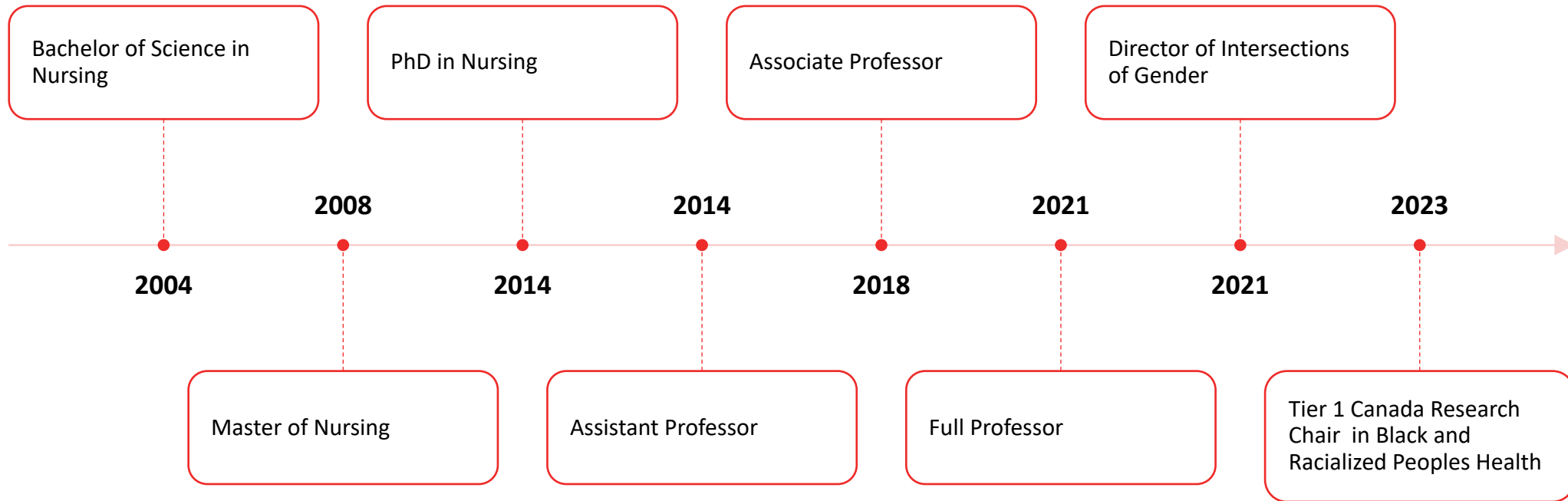
- Twins
- Climbing

# Reflection

- What was your history before you joined the University of Windsor community?
- How does your history shape who you are today?



# My Career Path





# Lessons Learned in My Career Journey

- Strategy
  - Studying
  - Career: Grants and Publications
- Networks
  - Your Network
  - Others Network
- Relationship
- Awareness - Power
- Integrity
- Reputation





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# How Have You Navigated Racism?

# Navigating Racism and Racial Terrain



- Mentors and trusted senior colleagues
- Allies
- Setting a positive tone
- Contesting racial terrain – Spaces of privilege and oppression
- Mental health
- Pick Your Battles
- Finding support from others
- Strategically choose service responsibilities
- Collective group response
- Know the policies in place and your rights
  
- Networking

# Mentorship

- Mentorship is a professional, working alliance in which individuals work together over time to support the personal and professional growth, development, and success of the relational partners through the provision of career and psychosocial support.
- Mentoring relationships are personal and reciprocal, though online mentorship options are creating opportunities to build virtual mentoring relationships.

# Challenges Experienced by Black and Racialized People in Education and Work Settings

- Racism
- Microaggression
- Unconscious Bias
- Inclusion, Exclusion and Community Belonging
- Invisible Service Responsibilities
  - EDI service responsibilities
- For Researchers - research in equity focused disciplines
  - Implications for publications and citations
  - Implications for grant amounts and number



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# Cappuccino Effect

# Mentorship



- People tend to mentor those with similar background (based on gender, race, interest)



# Equity Diversity and Inclusion in Teams

- Positive health, social and economic outcomes for all
- Collective intelligence
- Higher quality data: Better generalizability
- Creativity and innovative research output
- Address historical and contemporary inequities
- Ethical research with equity deserving populations
- Diverse labs are more likely to be productive

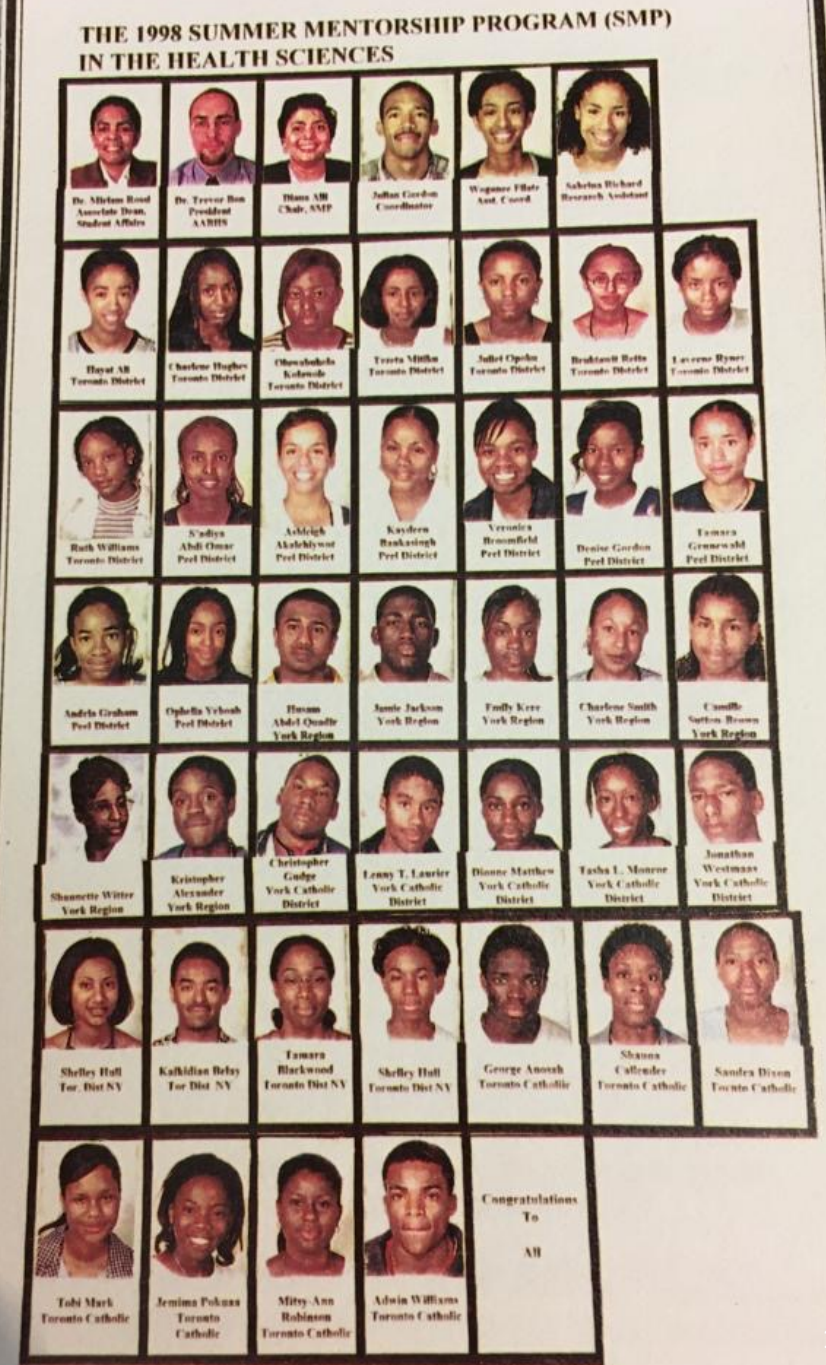
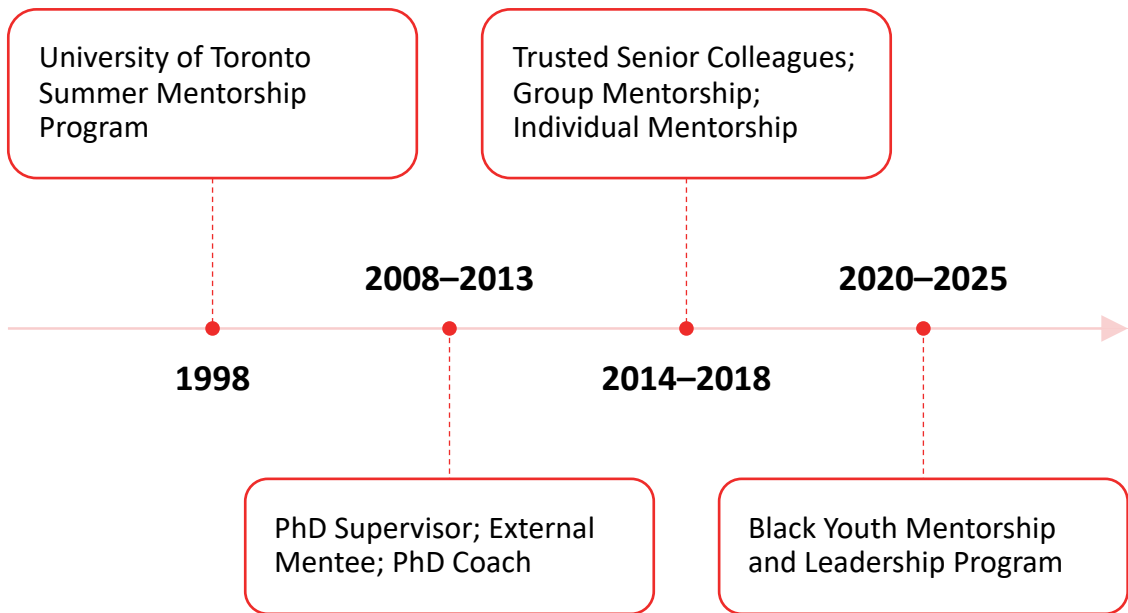


# Strength Based Approach

- The proportion of Black women with a postsecondary education has increased over time
  - For instance, Black Immigrant women from Central and West Africa have one of the highest postsecondary completion rate in Canada but one of the poorest employment rate



# Significant Points in My Mentorship Journey



# Role of Mentorship in My Journey



- Confidence
- Influence Career Path
- Champions
- Networking
- Attention to Power
- Guidance on Career Strategy
- Protection from Minority Tax





# Black Youth Mentorship and Leadership Program

- The Black Youth Mentorship and Leadership Program seeks to socially and economically empower Black youths to contribute meaningfully to the society. The program has the following anticipated outcomes:
  1. Increase the leadership skills of Black youths
  2. Increase postsecondary entry and completion rate for Black youths;
  3. Foster community belonging for Black youths
  4. Create a positive cultural identity for Black youths
  5. Increase ability of Black youths to tackle issues of racism and discrimination.

# Previous Years: Program



**BARE**  
RACIAL EQUITY

2020

## Fall Program

### Mentorship Stream

- 26 Youths
- Group mentorship by an undergraduate student
- Group paper
- Presentation
- Workshops
- Paid \$500

### Research Stream

- 10 Youths
- Individual mentorship by a faculty member
- Work experience
- Workshops
- Paid \$15 per hour for 15 hours a week for 12 weeks
- 2 Received High School Credit

2021

## Summer Program

### Group Mentorship Stream

- Group paper
- Meet weekly with a mentor either Black faculty or Black professional
- Pay \$700
- High school credit if desired

### Individual Mentorship Stream

- Individual project
- Individual paper
- Meet weekly with a mentor: Either Black faculty or Black professional
- Pay \$700
- High school credit if desired

# Previous Years: Program



BARE

RACIAL EQUITY

2022

## Summer Program

### Research Stream

32 Youths (22 high school, 10 UG)

Research mentorship by a faculty in groups of 1 to 4 students

Met weekly with a community mentor (high school)

### Workshops

Paid \$15.20 /hour for 30 hours a week for 6-8 weeks (high school) and \$18 /hr? for 12 weeks (UG)

High school credit if desired

2023

## Summer Program

### Research Stream

41 Youths (high school)

Research mentorship by a faculty in groups of 1 to 4 students

Group & Individual projects

Met weekly with a community mentor

Workshops and field trips

Paid \$15.20 per hour for 30 hours a week for 6 weeks

High school credit if desired

# Sample Workshop Topics

- Faculty Member Career Panel
- Thriving in the world of work: A professional panel
- Conducting Literature Searches and Literature Reviews
- Improving Your Writing Skills
- Thriving in University: A Career Panel with University Students
- Economic Empowerment of Black Youth
- Effective Study Skills
- Experience of Applying for Awards
- Financing your studies
- Public Speaking Communication and Professionalism
- Mental Health Promotion
- Leadership and Conflict Resolution
- Campus Tour
- Tackling Racism in Canada
- Black History



BARE

RACIAL EQUITY



# Reflections by a Mentees



B A R E  
RACIAL EQUITY

*“The BYLMP is one of the most informative programs I’ve ever participated in. My participation in this program not only gave me a head start on proper academic research and writing academic papers, but also introduced me to the nuances of navigating the Canadian academic space as a black person.*

*Since completing the program, I have finished 3 years of my Undergrad, majoring in Psychology and minoring in Religious Studies. I’ve also marginally progressed in my career, promoted to bombardier (corporal) about 20 months ago. I’m currently in Gagetown New Brunswick for work.*

*(Kelly Akoum, BYMLP Alumni)*

*As a result of participating in this program, I have been able to develop so much as an individual and a person of colour. ... From being around so many exemplary members of the Black community I developed a deep sense of pride in our faction. I feel within our community we compel each other to strive for more; this characteristic is even more prominent with such amazing role models like Dr. Salami, Dr. McDonald, and Dr. Adesida.*

*(Anthony Kenyi, BYMLP Alumni)*



# Black Youth Mentorship Program: Lessons Learned

- Positive Cultural Identity
  - Leadership
  - Community Belonging
  - Economic Outcomes
- As a result of participating in these projects and learning many useful lessons, I now have a lot more knowledge about not only what it means to be the best version of myself academically and mentally, but what it means to be a person of colour. **Being a person of colour is a privilege that I now pride myself in but I have learned that it should not be my main drive for accomplishing my goals. My love for what I am doing should be my motivation. Because as wonderful as it is to be black, my colour is not what defines me as a person, but my actions in my everyday life. One of the most important things that I have learned while being in this mentorship program/ research assistant job is a lesson from Dr. Salami, to always say thank you for every opportunity I get.** So to Dr. Salami and to everyone who was involved in this program I would like to say thank you. Thank you for how much you have helped me and prepared me for the future. It is something that I can only repay you back for by going out and using all the tools you have equipped me with to make society a better place for future generations.” Anjola Oyelami’s Written Reflection

# Black Youth Mentorship Program: Lessons Learned



- The title of being a black individual in society is weighed heavily, sometimes in a negative form. During this program, I was able to learn and acknowledge **the brighter aspects of being a person of color** rather than from the perspective of society's standards as a person of black ethnicity. ....We all wish to reach success and we are **sometimes on sure where to start**, this program is a great place to begin, filled with **encouragement and wise words**. The Black Youth Mentorship Program really helps all individuals grow as their own unique selves, not just based on ethnicity.



- Personally, this program has really helped me come out of my shell, **speaking to people I would not have ordinarily piped up to speak to**, making friends and being inspired, being told and shown by impactful teachers and professionals that I can achieve what I want, that I can succeed no matter the discrimination or odds stacked against me..... **Skills** like how to write a resume, manage credit and finance, studying and writing skills, and saving skills, all of them critical to a healthy and positive lifestyle, all of them a stamp of success. Brown represents practicality and **security**, clearly for the way the knowledge and assorted benefits of this program makes us more adept in our practical skill sets and results in more security in our futures. We have had so much fun, spread so much energy and kindness. It really has **created a community among us**<sup>27</sup>

# Knowledge of Resources to Support Post-secondary Education



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*"The program has introduced me to different ways that I can support myself financially, as well as taught me how to better budget and handle my money. To me this was extremely beneficial as most of what I learned I hadn't known prior to being told about it. I believe that what I learned will greatly support me in my future when I apply for scholarships, and how to handle the money should I receive any."*

*BYMLP 2020 Mentee*

*"It has taught me important research and writing skills I'll definitely need in my education and career."*

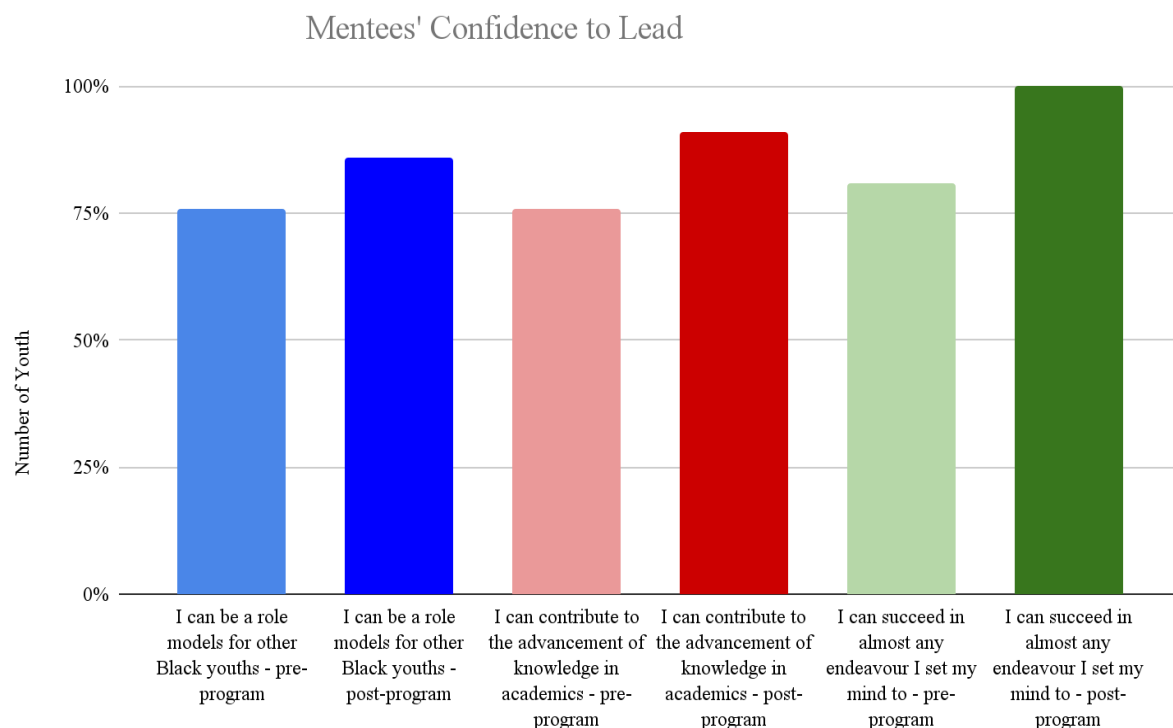
*BYMLP 2020 Mentee*



## Confidence in Starting and Finishing University

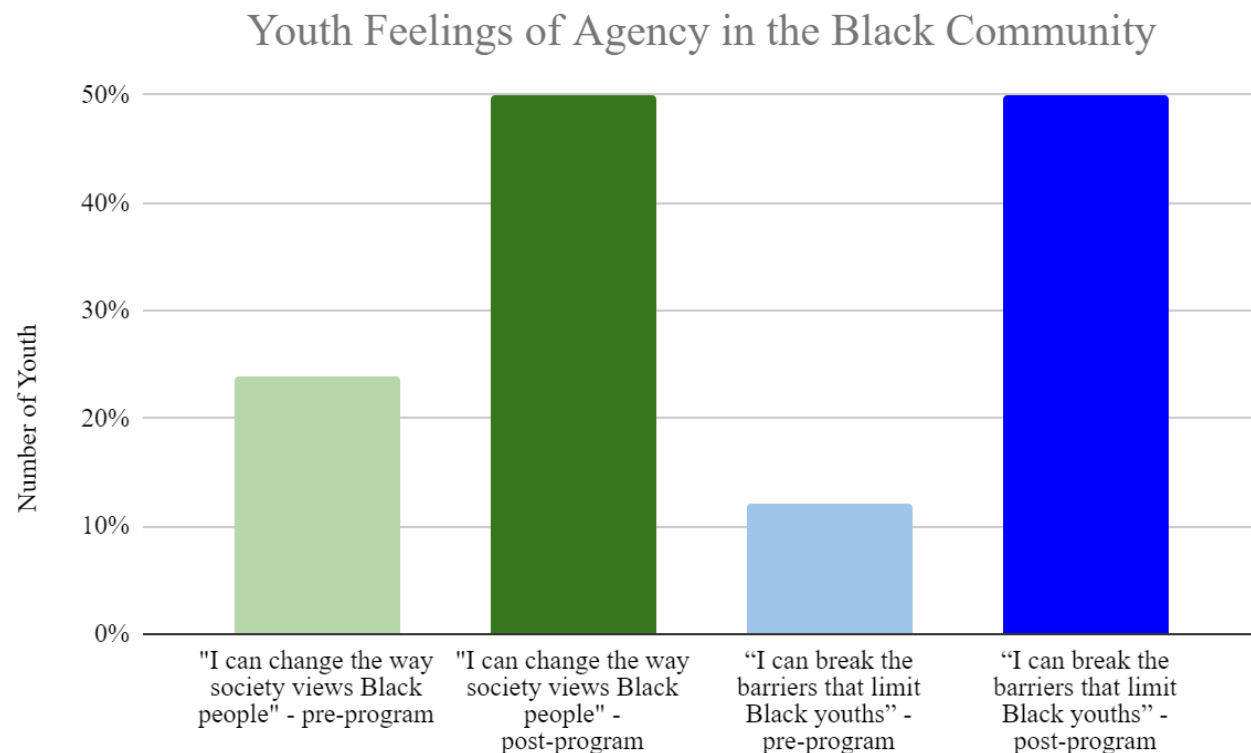
*Youth's confidence in starting university increased by 9% in 2020, 23% in 2022, and 6% in 2023. Their confidence in completing university increased by 23% in 2020, 23% in 2022, and 18% in 2023. No evaluation for this category was recorded in 2021.*

# Confidence to Lead



- In 2022, the proportion of youths confident that they could be role models to other Black youth, contribute to the advancement of academic knowledge in their chosen field, and succeed in whatever they set their minds to, increased by 10%, 15%, and 19% respectively because of the BYMLP.*

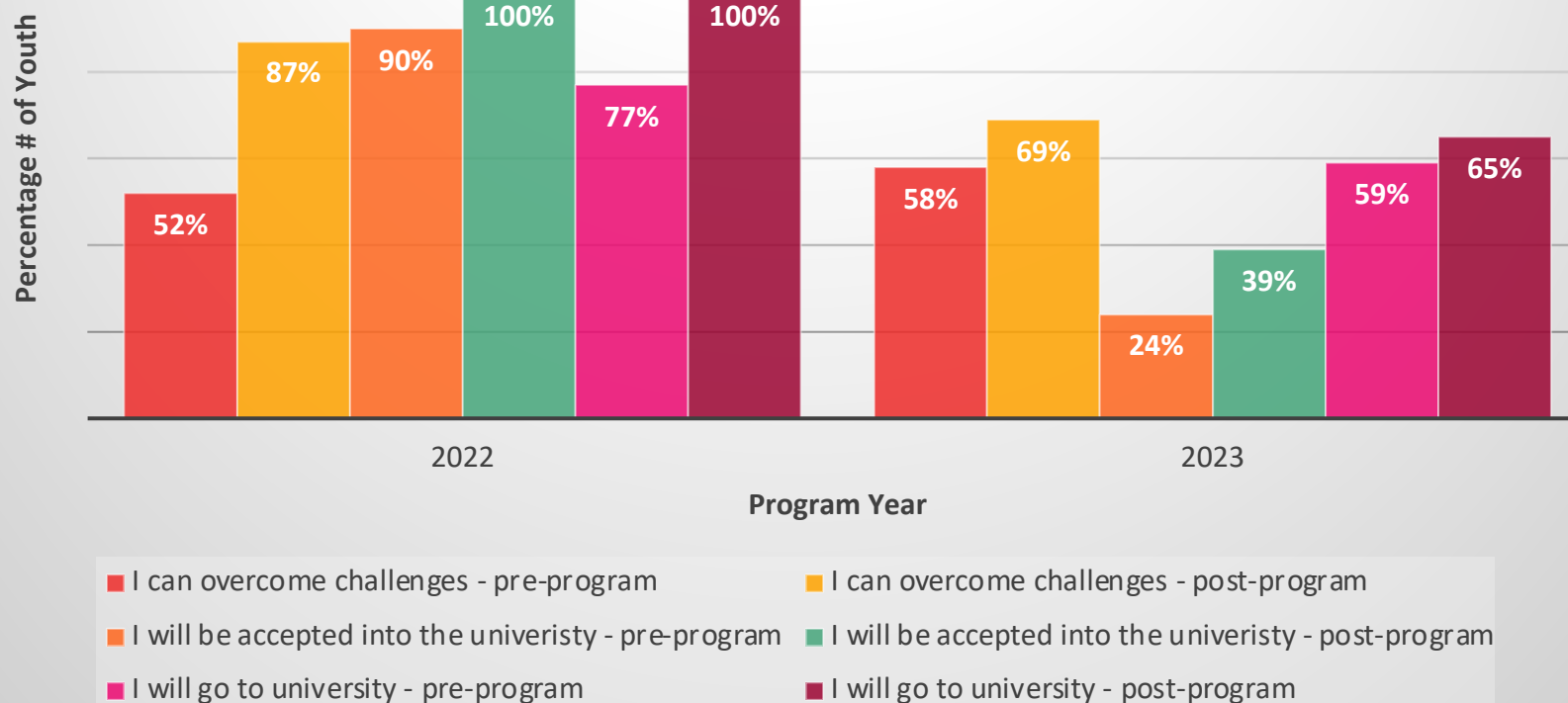
# Agency in the Black Community



- The 2023 cohort of youths came in with comparatively less confidence compared to the 2022 cohort. By the end of summer 2023 the BYMLP program had significantly increased the proportion of youths who felt they could "change the way society viewed Black people" and "break the barriers that limit Black youth" by 26% and 38% respectively.*

# Indicators Related to University Entry

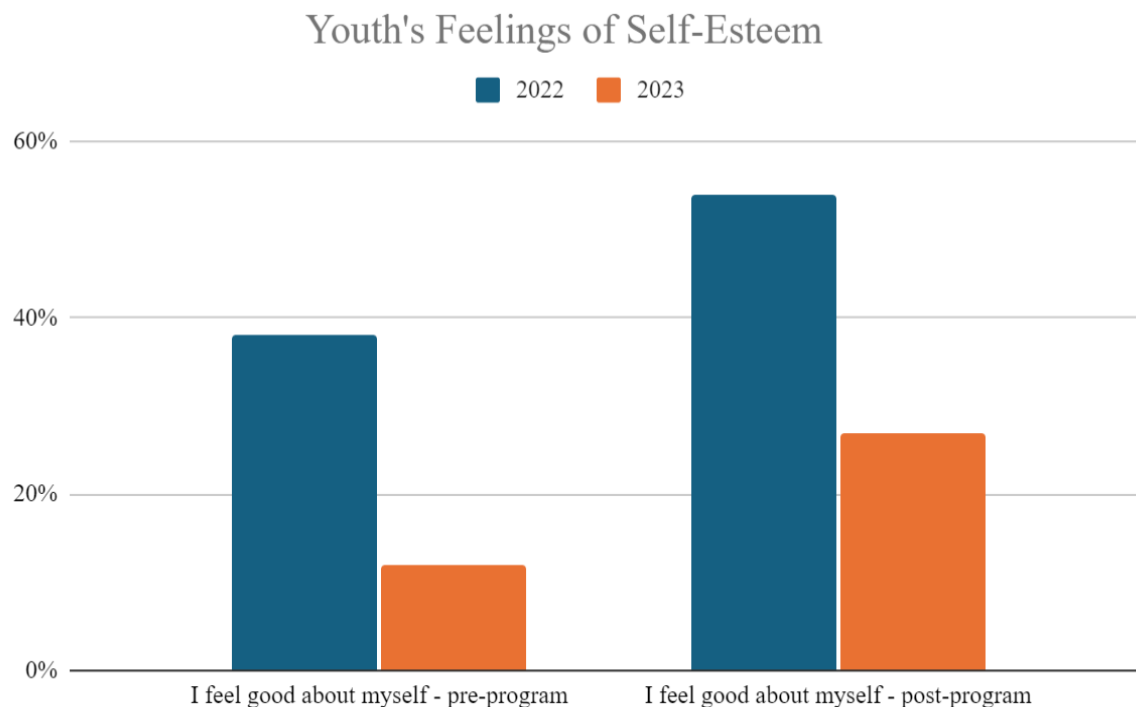
## Indicators Related to University Entry



*"The program introduced me to different ways I can support myself financially, as well as taught me how to budget and handle my money... I believe what I have learned will greatly support me in my future when I apply for scholarships, and how to handle the money should I receive any."*

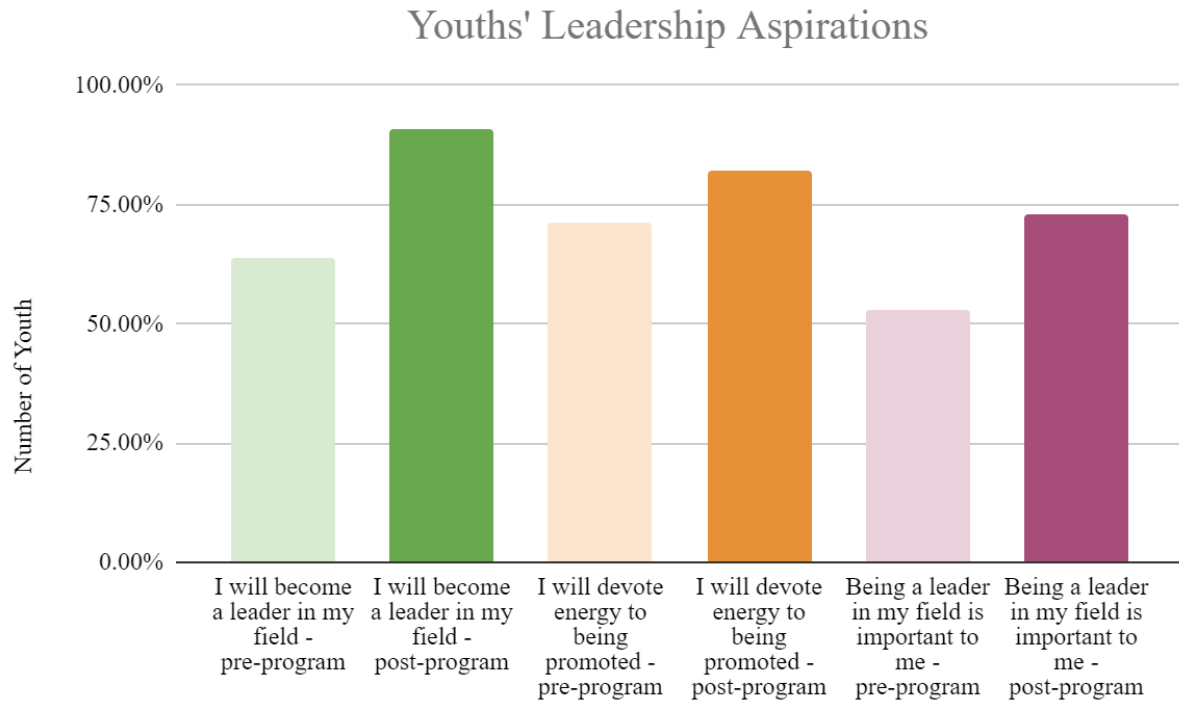


# Self-Esteem



*In 2022 and 2023 the program increased the proportion of youths who reported that they felt good about themselves when compared with others. This echoes the results of BYMLP 2020 end of program evaluation when 24 of 25 mentees (96%) "strongly agreed" and 1 youth "agreed" to the statement, "I feel proud to be a Black youth".*

# Leadership Aspirations



*We were interested in finding out the extent to which the program increased youths' aspirations to become leaders in their professions. After the program, youths were 27%, 11%, and 20% more likely to believe that they will become leaders in their field, devote energy to getting promoted, and put importance on being promoted, respectively.*

# Cultural Identity



Feedback from mentees indicates that the program increased their sense of cultural identity as a Black youth. It also increased their knowledge of issues faced by Black youth.

*"I liked talking with everyone about their experiences and knowing we are not alone." BYMLP 2021 mentee*

*"My favorite aspect of the workshop was hearing about the different experiences of my peers and understanding the problems that those of my age have faced, and the feelings it created. "I thought it was very interesting to discover and learn more about the way systematic racism and discrimination affects the youth of today. BYMLP 2021 mentee*

# Capacity to Tackle Issues of Racism and Discrimination



- The program increased youth's knowledge about racism and how racism and discrimination negatively affect economic outcomes for Black youth and their participation in society. It also increased their knowledge about how to navigate them.

*"Being part of this mentorship has shown me that I have experienced forms of racism, including self-racism: in the way I choose to be addressed or change the way I talk to be more accepted in certain situations." BYMLP 2020 mentee*

*"The program allowed me to realize the different forms of racism that are around me. Some of these forms I had not realized was racism until it was discussed within the program, and I realize it was a more subtle form. I think the program really opened my eyes to what the world is like whilst also providing me ways that I could combat racism and remain standing strong."  
BYMLP 2020 mentee*

*"I think I have learned a lot on how to deal with racism and with the financial burdens that disproportionately impact Black youths." BYMLP 2020 mentee*

- **A group of BYMLP 2023 mentees got together after the summer BYMLP 2023 program and created their own youth mentorship program called the Black Youth Society. In previous years, BYMLP alumni have gone on to lead their school Black Students' Associations or be active in their school's leadership programs.**

# Lessons for Culturally Responsive Mentorship

- Cultural Awareness
- Attention to Power
- Skills: Grant Writing, Writing for Publication, Mentorship
- Confidence
- Strength Based
- Positive Work Environment
- Attention to Intersectionality's
- Positive Cultural Identity
- Networking
- Community and Belonging



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# What Does Mentorship Mean to You?



# Leadership

- Leadership is being able to see the present for what it really is, see the future for what it could be, and then take action to close the gap between today's reality and the preferred future of tomorrow (Cummings, 2012).
- Leadership involves: inspiring a shared vision, modeling a way, challenging the process, enabling others to act, encourage the heart (Kouzes and Posner)

# Why is Leadership Important

- ▶ Leadership style affects staff satisfaction and retention of healthcare personal, especially intention to stay (Cowden et al., 2011; Cummings et al., 2010)
- ▶ Leadership styles affects the degree of emotional exhaustion and unmet patient needs during hospital restructuring (Cummings et al., 2005)
- ▶ Transformational leadership is related to significantly fewer patient adverse events, fewer complications, higher patient satisfaction and lower mortality (Wong et al., 2013)
- ▶ Resonant leadership is associated with a lower risk of 30 day mortality (Cummings et al., 2010)





# Leadership Versus Management

## Leadership

Not associated with a position – everyone can be a leader

Does the right thing

Focus is on people

Leadership is about taking calculated and planned risk, in order to achieve a preferred future.

Long range vision

## Management

Associated with an organizational position

Appointed by someone in the organization

Does things right

Focus is on organization and structure

Management is about reducing risk; maintaining the status quo, standardization

Short range vision on the bottom line

# My Nursing Leadership Journey



- Bachelor of Science in Nursing – 2004
  - Publicity and Recruitment Committee
  - Marker
  - Participate in campus groups
- Master of Nursing (Administration) – 2008
  - Course on Nursing Leadership
- Volunteer in Several Nursing Organization: STTI; RNAO; Student Org
- PhD in Nursing --- 2014
- Assistant Professor --- 2014
  - Course Lead
- Associate Professor --- 2018
  - Research Review Committee Leadership
- Professor – 2021
- Director, Intersections of Gender --- 2021
- Scientific Director, Equity, Diversity and Inclusion --- 2023
- Tier 1 Canada Research Chair in Black and Racialized Peoples Health --- 2023

# Leadership Positions

- Scientific Director, Equity, Diversity and Inclusion
- Director, Intersections of Gender
- Founder and Lead, Black Youth Mentorship Program
- Founder and Lead, African Child and Youth Migration Network
- Board Member, Canadian Nurses Association
- Co-Lead, Black Health Working Group, Black Opportunity Fund
- Board Member, Africa Center
- Council Member, Alberta College of Social Workers
- Vice President, Black Physicians Association of Alberta
- Editorial Board Member --- Canadian Journal of Nursing Research, Nursing Inquiry, Nursing Philosophy, Canadian Medical Association Journal, Nursing Leadership

# WHAT I DO



Acquiring and  
distributing resources



Human resources



Mentorship



Making it happen



Decision making and  
policy



Bridging and  
Connector

# Nursing Leadership Challenges – Black and Racialized Nurses

- Racism
- Unconscious Bias
- Power Relations
- Lack of Mentorship
  
- Resource Constraints: Financial and Human Resources
- Structural Constraints




thegatewayonline.ca/2019/11/bukola-oladunni-salami-journeying-through-academia-as-a-black-woman-and-researching-black-m...

## Bukola Oladunni Salami: Journeying through academia as a black woman and researching black mental health

Nursing associate professor shares her experiences getting her PhD and her current research on black mental health

Khadra Ahmed · November 26, 2019 · 3 minutes read



Pictured: Bukola Oladunni Salami

Helen Zhang

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# Lessons

- Relationship
  - Relationship over Task
- Positive People
- Listen
- Framing
- Rewards
- Policy Windows and Policy Entrepreneurs
- Skill
- Values
- Collaboration
- Collective vision
- Fair
- Accountability



# RE-IMAGINING NURSING LEADERSHIP





**INCLUSIVE LEADERSHIP**





# INTERPROFESSIONAL LEADERSHIP

# MENTORSHIP



# LEVERAGING POWER AND INFLUENCE



# ACCOUNTABILITIES





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# PARTNERSHIP, COLLABORATION AND ENGAGEMENT





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