

## Leading Community Change

Aleena, a Pakistani American, is the coordinator of Health Equity Programs at Toussaint University. During her lunch break she received a LinkedIn message from the Director of Toussaint community coalition, Mabel, to see if she would be interested in applying for the coalition's Assistant Director position. Mabel, a white Gen-Xer, articulates that she came highly recommended and that she believes her knowledge and skill sets would be instrumental to the coalition and community. Aleena is interested in the position and starts researching the coalition.

Aleena finds out that Mabel has been the coalition's director for 22 years and is beloved by the community. In past years the coalition was recognized by the state on multiple occasions for its effectiveness and outcomes. However, in the last 2 years the coalition has been under scrutiny for not addressing health disparities and the state has threaten to pull funding. Aleena also found that several Gen Z local social media influencers dragged Mabel for not using person first language during a press conference. A local news station got wind and ran the story. Though beloved by the community, a number of community members have asked Mabel to step down. Aleena a talented millennial sees the need for someone with her expertise but also there are serious challenges. She's passionate about the work and wants to make the biggest impact so she applies for the job and gets it.

A month into the job Mabel puts Aleena in charge of the coalition's strategic plan. Aleena was shocked and Mabel assured her, "I'll be with you through the whole process and coach you up. This coalition needs to go a different direction and you're the person to do. Put a team together and let's get started." Aleena talks to coalition staff, coalition members, partners, and stakeholders to see who would be interested in being a member of the strategic planning committee. Although only three people agreed to be on that committee, Aleena ascertained a lot of information from those conversations. People told her Mabel hasn't been the same since the news story, a coalition staffer left after the state threaten to pull funding, moral is low in the office, and the coalition's efforts on addressing health disparities in the community have all fallen flat. The coalition has lost trust with several nonprofits that provide direct services to marginalized populations in the community.

What are Aleena's priorities and next steps? How does she lead the strategic planning committee, coalition, and community initiatives?