



KIM CENTER
FOR SOCIAL BALANCE



2022 ANNUAL REPORT



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Our Vision

“The Kim Center will serve as a pioneer first in San Diego, and then the state and nation in helping work places achieve a fair experience for everyone. The goal is for all genders, today and in the future, to have access and be equitably acknowledged and rewarded for their efforts.”

- Sarah Hassaine, Board President

Our Mission

To accelerate the elimination of workplace discrimination, especially for people who are historically disadvantaged because of their personal backgrounds

Our Core Values

Clarity of purpose

Dedication to progress

Emotional intelligence

Mindfulness of our impact on others



SOPHIE BIERLY

Kim Center Program Coordinator

"I work at the Kim Center to contribute to workplace equity because we each deserve a community where our individual worth is both publicly and internally valued. LEAPS' metric areas measure key identifiers of inclusive diversity in the workplace, and I take great pride in using my analytical skills to support this mission and impact San Diego workers."

How do you envision the future workplace?



One thing's for sure: it's a shifting landscape. Employees expect more from employers than ever before. This includes logistical accommodations like remote or hybrid work options, but also greater empathy for what they need to achieve personal well-being in addition to professional development.

But this also means that many workers and their future generations are in danger of being left behind... again. They may have personal backgrounds that don't match those currently in power, or belong to demographic groups that historically have been prevented from advocating for themselves, or live at intersections of identity that challenge the status quo,

That's why the Kim Center's mission is pivotal: to accelerate the elimination of workplace discrimination through data-driven, collaborative strategies. Cultural transformation doesn't happen organically and we as a society can no longer afford to wait for it; the limited success of our Women and Civil Rights movements bears this out. Instead, the Kim Center focuses on targeted interventions based on standardized progress metrics that power tangible, measurable leaps in evolution at both the organizational and regional levels.

It's a tall order requiring intention, persistence, and time. The Kim Center is honored to serve as this kind of change agent with **you**, our other incredible partners, and our dedicated staff, board and volunteers! Together, we will rebuild our working world so all workers receive the respect, recognition, and reward they deserve, and parents know their children will have fair opportunities to live fully empowered lives.



Dr. Hei-ock Kim
Founder and Executive Director



Sarah Hassaine
Board President

Workplace equity drives growth

Prosperity

Businesses can increase their profitability by 15%, and recruit, promote, and retain talent better. ([Peterson](#))

Advancing women's equality can add \$12 trillion to global growth ([McKinsey](#))

Well-Being

Families become healthier and better educated when women prosper. ([Institute for Women's Policy Research](#))

Innovation

Innovation equals survival. The innovative mindset of employees is six times higher in workplaces that are the most equal. ([Accenture](#))

Resilience

Women often demonstrate better leadership qualities than men during and after crisis. ([McKinsey](#))

How We're Accelerating Change



Leadership in...

Ecosystems

Advancement &
Compensation

Policies

Supervisors

LEAPS is the nation's first data-driven, collaborative program to **accelerate systemic change** by working with companies and whole regions using the same system of metrics and accountability.

LEAPS drives tangible, measurable progress



LEAPS Assessment

Comprehensive survey analyzes employee experiences at multiple intersections of identity.



LEAPS Playbook

Targeted roadmap laser-focuses employers' resources, engages key stakeholder groups, and outlines realistic goals for maximum impact.



LEAPS Accreditation

Nationally standardized accountability validates workplace equity efforts, and empower advocates to reliably identify those that are truly moving the needle.

LEAPS for Employers

LEAPS drives results as early as Year 1

Our employer clients have seen:

23% noticeable improvements in organizational culture reported by employees

9% more supervisor support for disadvantaged worker groups in career advancement

Other Winning Business Outcomes:

Stronger business community & elevated corporate and board performance from:

- Greater employee innovation and productivity
- Higher retention rate
- Ability to identify and respond faster to newly developing worker priorities

Client testimonial



“Leaps was extremely beneficial to our organization as it allowed for a deep dive into how our employees truly feel. The LEAPS survey gave us insight with relevant data to focus our time and resources in an effective, efficient way. Working with the Kim Center has been a wonderful experience for us, they have been amazing partners and guides throughout this process.”

LEAPS for Regions

A grayscale photograph of the San Diego skyline, featuring several prominent skyscrapers and a dense urban landscape.

San Diego's Groundbreaking Pilot

Research tells us that global transformation requires locally united action (Singh, 2018), so we're using San Diego to scale LEAPS to the regional level. Then we will replicate LEAPS in other U.S. regions and build a strong network of like-minded communities that normalize workplace equity.

Benefits: San Diego alone can increase its Gross Regional Product by \$23 billion within 10 years of achieving workplace equity (McKinsey 2016).

Contributing factors include:

- More business spending
- Faster rebounding economy
- Increased consumer spending
- Stronger attraction to diverse talent and entrepreneurship
- Driving powerful economic and social leadership

San Diego's LEAPS Assessment

Completed June 2022

If local success is to drive global change, San Diego decisions-makers need local data to act with the greatest impact. That is why the Kim Center partnered with UC San Diego Center for Research & Evaluation to measure the San Diego region's unique workplace equity levels for the first time. Our findings reflected global results closely but provided:

1. Clear baselines for tracking measurable progress in our own backyard
2. Actionable data that empower San Diego's leaders to design and implement targeted interventions

Visit kimcenter.org for the full report.



Some top findings of concern from San Diego's LEAPS Assessment



50% of business owner parents spent 3-5+ hrs/day on childcare during pandemic closures



70% of workers with disabilities may quit due to unfair pay/advancement



40% of Latinas reported sexual harassment/assault



46% of Black women aren't given access to career-advancing mentors



Only 8 employers responded to the LEAPS Assessment

San Diego's LEAPS Playbook

Coming Fall 2023

The Kim Center hosted 5 workshops in Jan-May 2023. Leaders of 50+ local entities used San Diego's LEAPS Assessment data to collaboratively design a data-driven roadmap of strategies that can accelerate workplace equity as a united community.

We will release the final version of San Diego's LEAPS Playbook in November 2023, which will outline interventions with 6, 12, and 18-month goals for 3 Priority Areas:

1. Eliminate sexual harassment/assault
2. Create sufficient childcare for workers
3. Solidify an employer community committed to workplace equity

Clockwise from top left: San Diego District 3 Supervisor Terra-Lawson-Remer opens the Kickoff Playbook Workshop. Facilitator Rachel Merfalen leads a discussion. SDCCE President Dr. Tina King gives opening remarks. Hispanic Chamber's Ricardo Villa leads a discussion. SD Regional EDC's Mark Cafferty gives opening remarks. Attendees network. MyPoint Credit Union helped sponsor the LEAPS Workshop.



We are grateful to everyone who volunteered their time to drive historical change!

Playbook Builders

- Accessity
- California State Assembly District 80
- California State University San Marcos
- CDC Small Business Finance
- Chicano Federation
- Child and Family Well-Being Department
- City Heights CDC
- City of San Diego Districts 4, 6, 8, 9
- City of Vista
- Climate Action Campaign
- County of San Diego Districts 1 and 4
- County of San Diego Health & Human Services Agency
- Employee Rights Center
- Girl Scouts San Diego
- Hispanic Chamber of Commerce
- International Rescue Committee
- Ironworkers Local 229
- Junior Achievement of San Diego County
- LEAD San Diego, an affiliate of San Diego Regional Chamber of Commerce
- MANA de North County San Diego
- MANA de San Diego
- National Conflict Resolution Center
- National Latina Business Women Association San Diego
- North County Philanthropy Council
- Port of San Diego
- Proven Recruiting
- Rescue Agency
- RISE San Diego
- RK2 Systems, Inc.
- Salaam

- San Diego & Imperial Small Business Development Center
- San Diego & Imperial Women's Business Center
- San Diego Community College District
- San Diego for Every Child
- San Diego Gas & Electric
- San Diego Job Corps Center
- San Diego LGBT Community Center
- San Diego Refugee Communities Coalition
- San Diego Regional Economic Development Corporation
- San Diego Society of Human Resource Management
- San Diego Women’s Foundation
- San Ysidro Health
- Shyne San Diego
- Southern California Rental Housing Association
- Symbio Financial Partners
- The San Diego Union-Tribune
- UC San Diego - Rady School of Management
- United Way of San Diego
- United Domestic Workers/AFSCME Local 3930
- University of San Diego - School of Law
- YMCA of San Diego County

Playbook Workshop Facilitators...

- Alicia Brav, BRAV Consultations
- Angel Stancer, San Diego Workforce Partnership
- Arcela Nuñez-Alvarez, Universidad Popular
- Catherine Mattice, Civility Partners
- Cindy Lin, Hey Social Good
- John Valencia, Good for Others
- Macarena López, Pontificia Universidad Católica de Chile
- Nancy Mancilla, ISOS Group
- Rachel Merfallen, Strategy Consultant
- Rebecca Del Secco, Civility Partners
- Sarah Hassaine, Kim Center for Social Balance Board
- Stephen Groce, BUILT By PN Industries, Inc
- Tanisha Jean-Martin, Leadership Coach

... and other Volunteers

- Akhil Galagali
- Rita Fereira-Hung
- Tracey Mueller Gibbs
- Yi Li

WHAT'S NEXT?

2023: Create the LEAPS System for employers and regions

- ✓ LEAPS Assessment
- ✓ LEAPS Playbook
- ❑ LEAPS Accreditation - in progress
- ❑ LEAPS Dashboard - in progress, prototype at genderleap.org



2024: Launch the LEAPS Individual Provider Certification

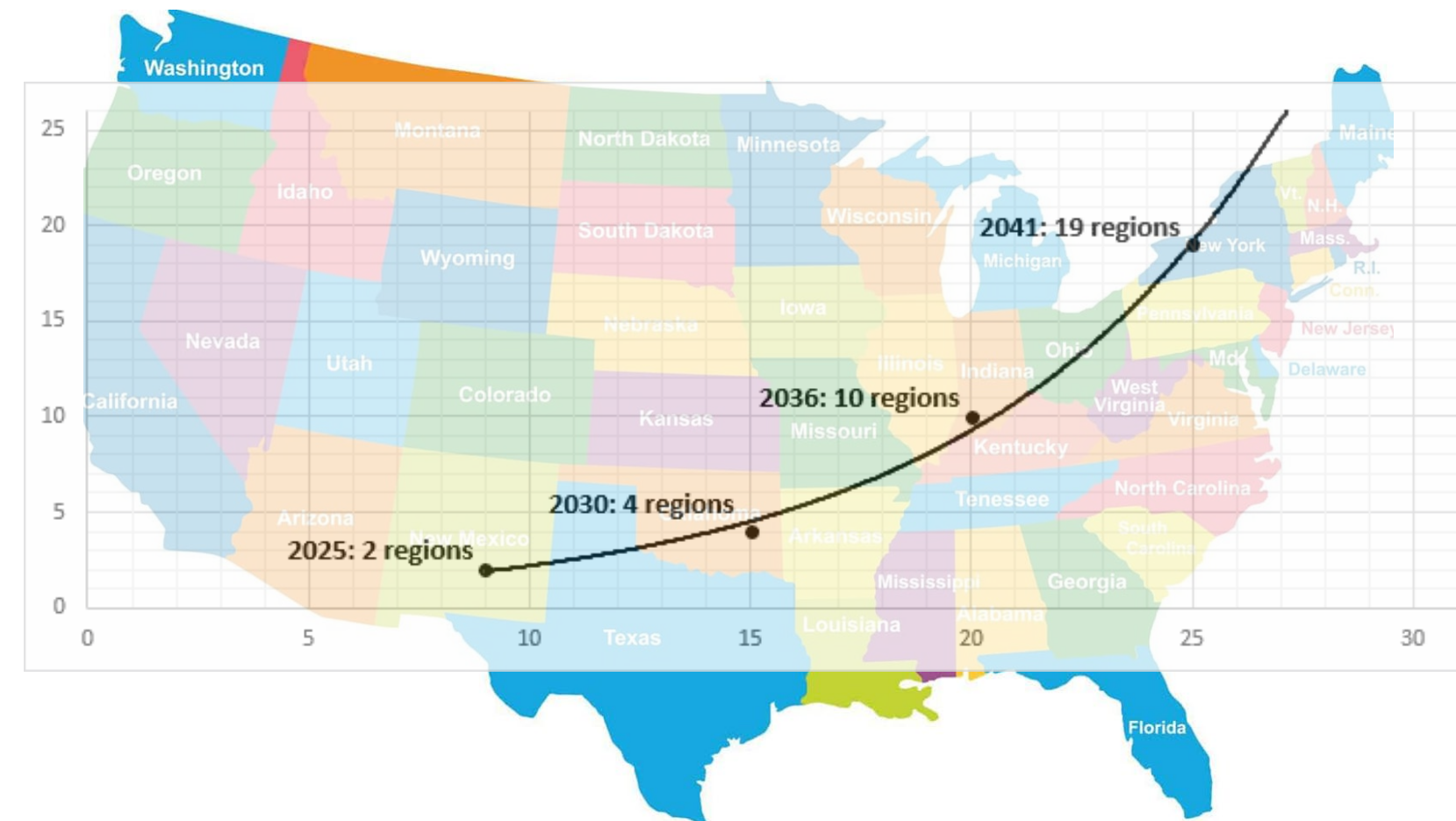
Scale LEAPS' reach by training individual contractors to administer the LEAPS Assessment and Playbook

2025: Launch the LEAPS Pipelines Program

Connect underrepresented workers to LEAPS Accredited companies and increase their access to good jobs

Our projected impact on U.S. regions

We will replicate LEAPS in other U.S. regions in order to create a critical mass of regions dedicated to change. Based on a standard growth model, we expect to add a second region to the LEAPS family by 2026, and 17 more by the year 2041.



Kim Center in the Community



***Point of “pride”: Winning the San Diego Equality Business Association
2022 Community Impact Award!***

Other community engagements:

- Member of the Southern Border CERF Collaborative
- Public liaison to the Marine Corps Recruitment Depot San Diego
- Executive Director Dr. Hei-ock Kim:
 - Panelist at Our Lady of Peace High School Annual Symposium
 - Presenter to CA Women Business Centers Network on the Kim Center’s report about the consequences of the pandemic to CA women business owners
 - Conducted LEAPS Playbook Workshop for SD Regional Chamber’s LEAD Advance class
 - Panelist at Business for Good Summit: *How to Create an Authentic Organization*
 - Speaker at County Supervisor Nora Vargas’ press conference for Latina Equal Pay Day
 - Panelist at University of San Diego Nonprofit Governance Symposium: *Women of Color in Top Leadership*
 - Panelist at Burnham Center for Community Advancement: *Designing the Future Workplace*



“Uniting for Workplace Equity “ Panel Series



The Kim Center has co-hosted a panel series with Employee Rights Center since 2019. *Uniting for Workplace Equity* was honored to feature local leaders in two 2022 panels:

[Workplace Equity for Immigrants and Refugees](#)

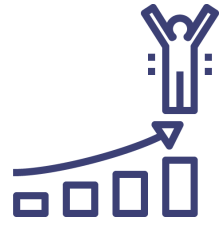
- Arcela Nuñez-Alvarez, Co-Founder/Co-Director at Universidad Popular
- Corinna Contreras, Chula Vista City Councilmember
- Joyce Parra, Business Development Officer at Accessity

[Workplace Equity Can Increase Childcare Availability](#)

- Katty Ibarra, Director at San Diego & Imperial Valley Women Business Centers
- Molly Kirkland, Director of Public Affairs for Southern California Rental Housing Association
- Nora Vargas, Vice Chair of San Diego Board of Supervisors
- Dr. Tina Ngo Bartel, Director of the Center of Excellence for San Diego & Imperial Counties Community Colleges



Become a Leader of Change.



Bring LEAPS to your company.

We will help you:

- Demystify key workplace equity metrics
- Earn greater trust and engagement from your key stakeholder groups
- Promote your successes to board members, investors, customers, and employees

"(LEAPS) helped target areas for improvement. The Kim Center made the process very easy and successful!"

— Norma Diaz, CEO of Community Health Group

Contact info@kimcenter.org today!



Bring LEAPS to your region.

We will provide:

- Assistance with building targeted stakeholder alliances
- Guidance on successful implementation
- Avenues to promote progress and sustain public engagement

"(LEAPS is) a great way for us to not only dig deep into the issues in our community but really trying to find solutions, and be a part of overall community change."

- Samantha Beck, Executive Director of LEAD San Diego

Contact info@kimcenter.org today!



Donate.



"Equity and justice are the core values that drive my passions. To that end, I am proud to support the important work Kim Center for Social Balance is doing accelerating regional workplace equity. I'm confident that with Hei-ock's leadership, working in partnership with San Diego leaders, dismantling the cultural status quo with data, Kim Center will transform our region into a replicable model of success"

- Linda Katz, Philanthropist

You can become a disrupter too!

Donate online at kimcenter.org or send a check to:

Kim Center for Social Balance
5173 Waring Road, Suite 58
San Diego, CA 92120
EIN 81-4518651

The Kim Center is a 501(c)(3). Donations are deductible to the full extent of the law.
Email questions to Dr. Hei-ock Kim at heiock@kimcenter.org.

Many thanks to our supporting partners!

Lead Sponsors (\$50,000+)



Pacesetters (\$25,000+)

County of San Diego *
San Diego Gas & Electric

Visionaries (\$500+)

MyPoint Credit Union
Norma Jasso
Proven Recruiting

Trailblazers (\$15,000+)

Pioneers (\$10,000+)

Arleene Antin & Leonard Ozerkis *
City of San Diego

Torch Bearers (\$5,000+)

Lodestars (\$1,000+)

Barbara Bry & Neil Senturia
Bonnie & Neil Cohen *
Linda & Mel Katz
Nancy Mancilla

*Five+ year donor

"Like The Kim Center for Social Balance, San Diego Gas & Electric believes workplace diversity and equity has an impact on our region's prosperity and well-being ... SDG&E® supports ... the Kim Center because they use research and data-driven best practices to identify, navigate and prevent discrimination. Our region thrives when our workforce reflects the diversity of local communities."

- San Diego Gas & Electric

Other supporting leaders (\$1-\$499)

Alba Sanchez
Andaye Hill-Espinoza
Briana Hollenbeck
Carol Kim
Catherine Northcutt
Clare Crawford
Cea Ishikawa
Christina Bibler
Daniel Fitzgerald
Dominic Porter
Fiona Ong
Gil Cabrera
Jim Boland
Katherine Field
Lizette Rodriguez
Maria Benitez

Mikey Knab
Miranda Heerah
Nancy Sasaki
Pamela Gray Payton
Ryan Karlsgodt
Sarah Dawe
Sarah Hassaine
Shana Hazan
Shari Miller
Stacie Bresler-Reinstein and
Jonathan Reinstein *
Stephen Makoff *
Stephen Whitburn
Terri Lapinsky
Timothy Blood
Tom Lemmon

* Five+ year donor

Pro Bono Service Providers

Ben Kaatz Photography
Bunsow De Mory LLP
Good for Others



“I support the Kim Center because it’s essential to have data if we are going to be able to measure our progress in achieving workplace equity.”

- Barbara Bry, CEO & CFO of Blackbird Ventures

Our People

Staff

Executive Director: Dr. Hei-ock Kim (she/her)

Program Coordinator: Sophie Bierly (she/her)

Board of Directors

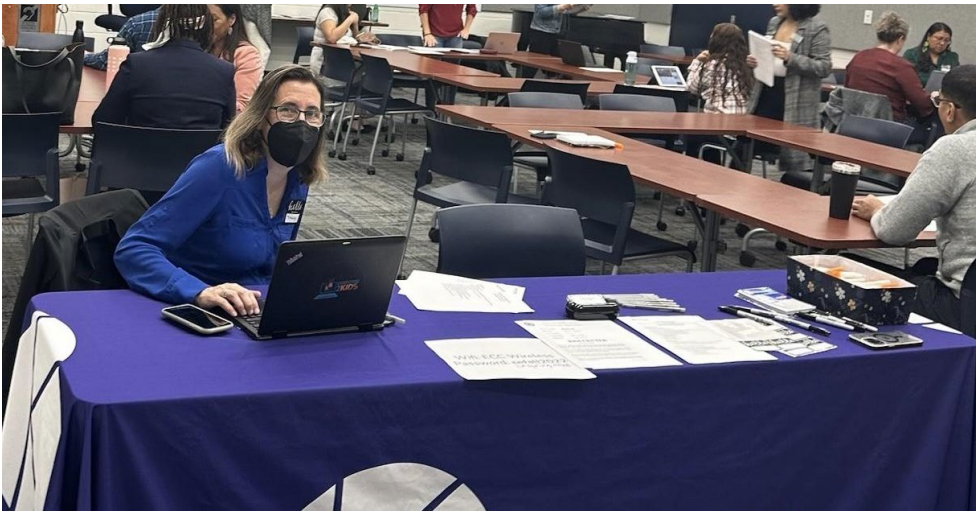
Sarah Hassaine, President	Head of Global Diversity and Inclusion, RedMed
Nancy Mancilla, Secretary	Co-Founder & President, ISOS Group
Norma Jasso, Treasurer	San Diego Gas & Electric Regulatory Case Manager - Retired
Adriana Brunner	Director of Business Development, MyPoint Credit Union
Miranda Heerah	Senior Principal of Talent & Organization, Accenture
Hei-ock Kim	Founder & Executive Director, Kim Center for Social Balance
Shanté Lampkin	Senior Director of DEI, Neighborhood House Association
Tom Lemmon	San Diego County Building Trades Council Chair & CEO - Retired
Adrianna O'Donnell	Director of Philanthropy, San Ysidro Health

Advisory Council

Laura Benedict	Linda Kavanagh
Jessica Crawford	Jen Keyes
Georgia Case	Tracey Mueller-Gibbs
Annette Gregg	Jerry Yen
Steph Groce	

Research Advisory Committee

Dr. Murtaza Baxamusa	Jessica Noel Keach
Dr. Alan Gin	Benjamin Mendoza
Dr. Kyra Greene	Dr. Jennifer Rosen
Ryan Karlsgodt	Eduardo Velasquez



MIT Interns

This year, we were honored to partner with the Massachusetts Institute of Technology (MIT) to work with two tech students through their paid internship programs. Many thanks to Margaret Yu and Yoshi Ghosh for contributing their exceptional skills to the workplace equity mission!

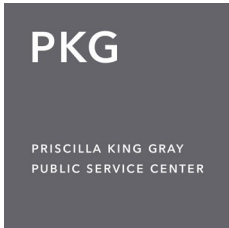


Margaret Yu, Junior
Studies Computer Science

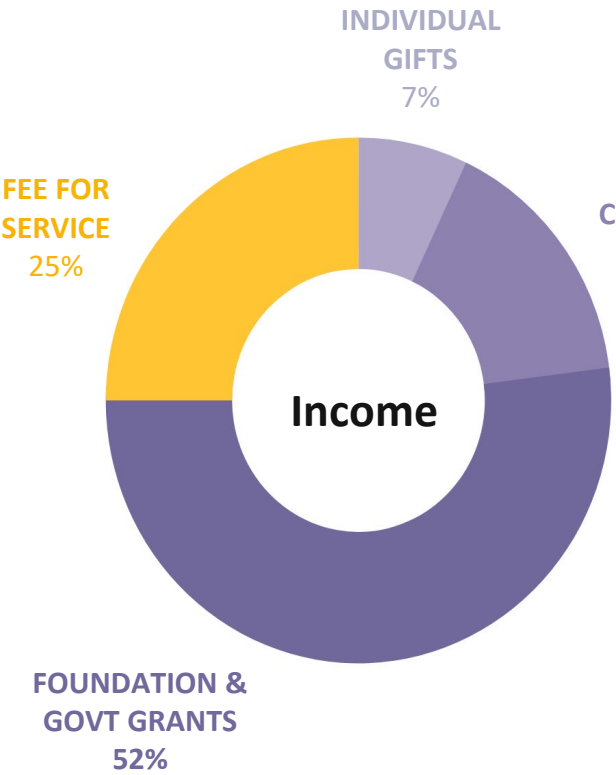
“(This internship) allows me to utilize my skills in programming and computer science to create a more inclusive and equitable work environment for individuals from all backgrounds, especially those who are historically underrepresented in industry.”



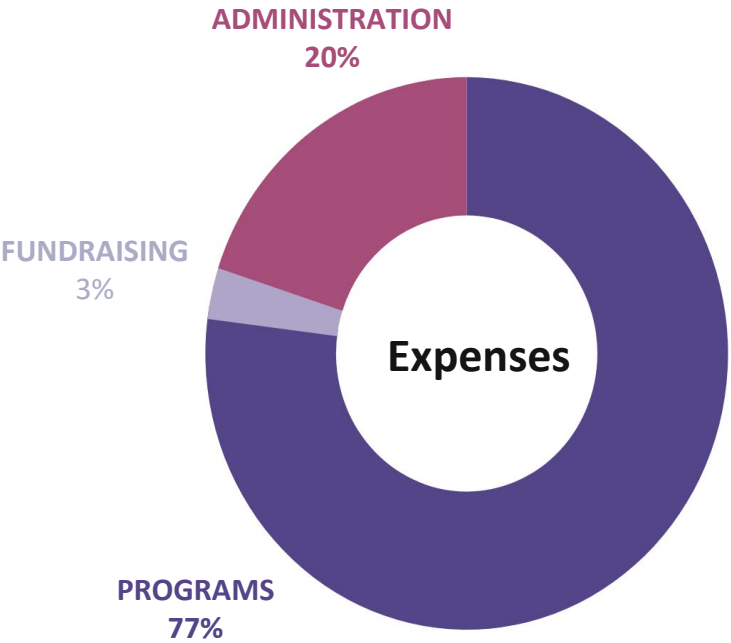
Aroshi “Yoshi” Ghosh, Freshman
Studies Computer Science &
Business Analytics
-PKG sponsored-



Financial Overview



The Kim Center ultimately aims to raise 90% of our annual revenue from earned income.



Contact



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Kim Center for Social Balance



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