



ESTABLISHING AN EQUITY TEAM

The following information is intended to guide you through the process of creating an Equity Team within your organization. It is influenced by the work of Glenn Singleton.

Purpose: (Come up with a purpose statement).

Through increased cultural competence of all staff, significant improvement in policies, procedures, decision-making processes, allocation and use of resources, community engagement, and other important areas related to the mission of your organization, will be made—particularly for those community members, officials and staff that have historically been underserved.

Goal: (Connect to your organization’s mission statement or strategic plan)

The goal of the Equity Team is to promote institutional change within the organization to better serve the community.

Strategy:

Establishing an Equity Team provides direction and leadership Diversity, Equity, Inclusion, and Belonging (DEIB) workshops, policies, and practices. The Equity Team becomes the lens of the organization and aims to institutionalize change.

Equity Defined:

"...[Equity] deals with difference and takes into consideration the fact that this society has many groups in it who have not always been given equal treatment and/or have not had a level field on which to play. These groups have been frequently made to feel inferior to those in the mainstream and some have been oppressed. To achieve equity, according to Young (1990), ‘Social policy should sometimes accord special treatment to groups’ (p. 158). Thus, the concept of equity provides a case for unequal treatment for those who have been disadvantaged over time. It can provide compensatory kinds of treatment, offering it in the form of special programs and benefits for those who have been discriminated against and are in need of opportunity."

Krause, J. K, Traini, D. J., & Mickey, B. H. (2001). Equality versus equity. In J. P. Shapiro & J. A. Stefkovick (Eds), Ethical leadership and decision making in education (76-90). Mahwah, NJ: Lawrence Erlbaum.

*If you have come here to help me, you are wasting your time.
But if you have come because your liberation is bound up with mine, then let us work together.*
Lilla Watson

Establishing an Equity Team

Before inviting people to join your organization's Equity Team, think through some of the details. This preplanning can help to bring clarity to potential members and alleviate conflict that often arises when people come with their own personal agendas. The following are some things you will want to consider.

1. Are there 1-2 people that can help you with the process of developing an Equity Team? These people will not necessarily serve on the team. However, they can help you think things through and participate in the selection process.
2. Determine who in your organization will help lead the efforts and connect with that person (e.g., someone who serves on the leadership team or executive committee, an assistant principal, etc.). The Equity Team should include at least one person in a leadership position who can make decisions regarding the allocation of time, money, and other resources. This person does not need to chair the committee. They would, however, need to participate on the committee and inform members of what is possible or not possible to do as they begin to brainstorm ideas.
3. Determine the purpose or goal of the Equity Team before asking people to join. People who apply to serve on the Equity Team should know before applying what the purpose of the committee is.
4. What will be the focus of the Equity Team? Race, gender, sexual orientation, class, religion, age, ability are all important areas in this work but like writing a thesis, if you make it too big it will become overwhelming and nothing will be accomplished. Find a focus area and use it as a model to learn from as you engage your work community in addressing equity and social justice. It can help in decision making if you have data that points to an area that needs the most attention. Be prepared to share your reasoning with all staff. Keep in mind the focus may expand overtime. For example, you might start with race. Once the committee has a sense of what they are doing and begins to make some progress, expand to another area of focus.
5. How many people will be on your Equity Team? A minimum of three staff members and a maximum of 8-12, depending on the size of your organization. Keep in mind the smaller the equity team the less diversity in perspective you will have. The larger the committee the more difficult it can be to get things moving.
6. What diverse representation will you include on your Equity Team (e.g., office staff, direct service providers, maintenance, management, community members, racial diversity, gender, etc.)?
7. How long will members serve on the Equity Team? We recommend 2 or 3 years at the most. You will want to figure out a system for bringing in new members when others leave so that everyone doesn't leave at the same time while all new members come on board.
8. When will you meet, how often and for how long? We recommend a minimum of once a month, 2 hours for each meeting.
9. When would the Equity Team first come together?

10. Are you able to pay staff for the additional work or will this be included in their responsibilities?
11. What funds do you have to support the ideas that the Equity Team comes up with e.g., staff professional development, book studies, conferences for Equity Team members to attend to continue to grow in their understanding, consultant fees to support the Equity Team when they get stuck?
12. Will you have an application process for selecting Equity Team members and if so, how will you ensure equity in the process and when are they due? (See below)
13. How will you select who gets chosen to be on the Equity Team? Think about an application process to include information and questions like...
 - a) The purpose and goals of the Equity Team.
 - b) What is your role within this organization?
 - c) How long have you worked for this organization?
 - d) Why would you like to be on the Equity Team?
 - e) What experience do you have personally or professionally that helps you to understand issues related to diversity?
 - f) What do you feel you bring that would support the efforts of the Equity Team?
 - g) Example: The Equity Team will be meeting on the third Thursday of each month from 3:00-5:00p.m. Will this be a problem for you? If yes, please explain.
 - h) If there are people who you know would be great serving on the Equity Team, consider encouraging them to apply. Be sure and tell them what skills they bring that you believe would make them a good fit. Also, be sure to inform them that you cannot guarantee they will be selected.
 - i) Demographic information: This can be helpful in bringing in diverse voices and perspective. If you ask for demographic information i.e., race or gender be sure and inform them the reason you are asking for it.

Invite Staff to Participate on the Equity Team Committee

1. Send out an announcement informing staff that an Equity Team is being established.
2. Include any logistics they will need to know to determine if they want to apply to serve on the Committee e.g., purpose, goals, how often you will meet, day of the week you will you meet, how long they will serve, how many members you are seeking, etc.
3. Consider having them submit in writing a statement as to why they would like to be on the committee and what they believe they will bring to the process? You may want to limit how long their responses can be e.g., a set number of words or paragraphs so that you have time to read them all.

4. Applicants do not have to possess an understanding of this work. They only need to be committed to learning and care about this work. The committee should be intentional about learning and growing together over time.

Stay Organized

Put together Equity Team notebooks for the first meeting for each participant. It's important that when members leave the committee there is documentation of the work you accomplished together and that you have information to pass along to Committee members that join later. Some ideas to include for each section are 1) Articles for them to read; 2) Agenda; 3) Minutes.

Already have an Equity Team

1. What successes have you had?
2. What challenges have you faced?
3. Where are the opportunities for growth?
4. What work have you specifically done as a staff to address cultural competence?
 - Which area does your staff currently have the greatest need: Awareness, Knowledge, Skills, or Action/Advocacy?
 - Having identified where your staff is at in their cultural competence, where do you see staff in the cycle of organizational change.
5. What support do you need to be successful?

Getting Your Equity Team Started

Meeting once a month for two hours doesn't add up to very much time. We recommend having the Equity Team go on a full or half day retreat to accomplish some of the foundational work that is necessary. Keep in mind that it might take almost a year for them to be able to start to accomplish some of the work that will impact organizational change. Their initial time together should be time spent getting to know one another, learning, and growing together, exploring how they will approach the work and what they want to accomplish. The following are things you may want to address to help the team become effective in their work together.

1. Have members introduce themselves and why they wanted to be on the Equity Team.
2. Review with members the purpose of the Equity Team.
3. Review the Equity Teams Roles & Responsibilities (See below). The Committee may want to revisit this to determine if something needs to be added or removed.
4. Establish norms for your discussions with an eye toward equitable participation and addressing challenging issues as they surface. We use Glenn Singleton's norms for Courageous Conversations.
5. When, where, how often, and how long will your Equity Team meet? (Recommend at least once a month the same date and time each month for a minimum of two hours).

6. Who will chair/co-chair the Equity Team? It does not necessarily need to be the person who brought the Committee together. We recommend having two co-chairs. What is their role?
7. Who will take notes?
8. Who will ensure that if leadership is not on your Equity Team they are updated on a regular basis as to the work and direction you are going in? If leadership is on your Equity Team, is everyone clear about how the work you are doing will be communicated to other leaders e.g., the Board, Executive Leadership, etc.
9. What will you call your Equity Team?
10. Who will report progress to the staff and when? Note: It is important that staff be periodically informed of the work you are doing. Even taking five minutes during a staff meeting to report out can be helpful in letting staff know that the conversation is continuing and sharing with them any progress.
11. Discuss the importance of attending all meetings. Too many absences of members can hinder the process.
12. How will members of your Equity Team receive the professional development they need to lead this work (e.g., books, trainings, conferences, etc.). Brainstorm ideas of what you might read or watch together and conferences or workshops you might attend.
13. Consider having someone volunteer to be responsible for finding quotes, poems, short videos, etc., related to social justice to open or close the meetings with to keep members learning and focused on social justice.
14. What support does your Equity Team need to be successful?
15. How will staff know that an Equity Team exists, what they are working on and how they can offer input without being on the Equity Team?
16. Some areas to look at addressing first might include one or two of the following: professional development for Equity Team members and staff, your mission statement, policies or procedures, client data, hiring practices, or the environment.
17. Identify 2-3 things to work on in the first year and begin developing a strategic plan. Note: Avoid creating a five-year strategic plan. Too much can happen that will inform important changes you will need to make along the way. Take it one year at a time.

Equity Team's Role

Consider adapting the following roles to best fit your organization.

1. Provide leadership for creating a culturally responsive work environment.
2. Assess the needs of their program/department/school or organization as it relates to both past, present, and future race and equity work. Note: This does not need to be a formal assessment.

3. Lead staff in researching and developing/improving plans for ongoing professional development.
4. Help to create a supportive learning environment whereby staff can have ongoing courageous conversations.
5. Lead staff in organizing efforts to infuse institutional change within their organization e.g., Learning Walks, questions posed in staff meetings, readings, discussing work through the lens of race, ethnicity, and culture, and reviewing policy and practice, etc.
6. Utilize the strengths and resources of your organization's staff to address this work. Think about people not on your Equity Team who can help with certain projects or areas based on their strengths.
7. Model engaging effectively across cultures e.g., on-going discussions, risk taking, self awareness, etc.
8. Keep issues of equity and social justice in the center of their organization's work.

Leadership/Administrator's Role is to...

Review the expectations of administrators with them to be sure they can support the process in these and other ways.

1. Participate on Equity Teams or designate another decision maker in their place.
2. Identify a process for getting members on the Equity Team.
3. Assist Equity Team in creating the climate for doing this work.
4. Participate in workshops with their staff.
5. Support the Equity Team's work. This can include finding ways for the Board to hear about the work, allowing time during staff meetings for Equity Team members to provide updates, allowing for a budget to purchase learning materials and for members to attend conferences.
6. Encourage courageous conversations amongst staff.
7. Model cultural competency in their leadership.
8. Announce to staff why they are focusing on this work and why it is important to the organization.
9. Make time during staff meetings for the Equity Team to update staff on the progress of their work.
10. Identify times throughout the year for DEIB related workshops and a budget to support it.
11. Hold staff accountable for attending DEIB-related workshops. (If a staff member is unable to attend a DEIB related workshop provided by your organization, have them participate in a workshop or at a conference open to the community.)

A Few Suggested Introductory Readings & Resources

Having a library of resources helps support on-going equity work. You may want to purchase several copies of a book for a discussion group and have a system for people to check out books and videos to watch in small or large groups. Visit our website for more resources.

Books

- Banaji, M., Greenwald (2013). *Blind Spot: Hidden Biases of Good People*. Delacorte Press. New York.
- DiAngelo, R. (2018). *White Fragility: Why It's So Hard for White People to Talk about Racism*. Beacon Press.
- Govan, I.M., Smith, T.C. (2021). *What's Up with White Women? Unpacking Sexism and White Privilege*. New Society Publishers. www.culturesconnecting.com
- Hollins, C.D. (2023). *Inside Out: The Equity Leader's Guide to Undoing Institutional Racism*. New Society Publishers. www.culturesconnecting.com
- Hollins, C.D., Govan, I.M. (2015). *Diversity, Equity, and Inclusion: Strategies for facilitating Conversations on Race*. Rowman & Littlefield, Lanham, MD.
- Jana, T., Baran, M. (2020). *Subtle Acts of Exclusion: How to Understand, Identify and Stop Microaggressions*. Berrett-Koehler.
- Kendi, I.X. (2016). *Stamped from the Beginning*. New York.
- Kendall, F.E. (2013). *Understanding White Privilege: Creating Pathways to Authentic Relationships Across Race*. Routledge. New York, NY. 2nd Ed.
- Kivel, P. (2002). *Uprooting Racism: How White People Can Work for Racial Justice*. New Society Publishers.
- Singleton, G.E., Linton, C. (2006). *Courageous Conversations About Race: A Field Guide for Achieving Equity in Schools*. Temple University Press.
- Steele, C (2010). *Whistling Vivaldi and Other Clues to How Stereotypes Affect Us*. W.W. Norton & Co, Inc.
- Takaki, R. (2008). *A Different Mirror: A History of Multicultural America*. Revised Edition. Boston:
- Trepagnier, B., (2006). *Silent Racism: How Well-Meaning White People Perpetuate the Racial Divide*. Paradigm.

Articles

- DiAngelo, R. (2015). ["White America's Racial Illiteracy: Why our National Conversation is Poisoned from the Start."](#) The Good Men Project.
- McIntosh, P. (1998) ["White Privilege & Male Privilege: A Personal Account of Coming to See Correspondences through Work in Women Studies"](#) or ["Unpacking the Invisible Knapsack,"](#) same author shorter version.
- Sue, D.W., Capodilupo, C.M., Torino, G.C., Bucceri, J., Holder, A.M.B., Nadal, K.L., Esquilin, M.,

[“Racial Microaggressions in Everyday Life: Implications for Clinical Practice.”](#) American Psychologist. 2007

Websites

- ✚ **Asian Americans Advancing Justice:** Issues and resources relevant the Asian American experience. <https://www.advancingjustice-aaic.org>
- ✚ **Asian Nation:** Asian American History, Demographics, & Issues. <http://www.asian-nation.org/assimilation.shtml>
- ✚ **National Education Association:** www.nea.org
- ✚ **Native Appropriations** posts images and comments to counter stereotypes of Native people. It is a great resource for anyone seeking to better understand cultural appropriation. <http://nativeappropriations.blogspot.com/>
- ✚ **Project Implicit** a research based test you can take online that measures your unconscious attitudes and bias. www.implicit.harvard.edu/implicit/demo/takeatest.html
- ✚ **The Racial Equity Toolkit** developed by the City of Seattle lays out a process for evaluating and implementing the racial impact of policies and practices. http://www.seattle.gov/rsji/docs/RacialEquityToolkit_FINAL_August2012.pdf
- ✚ **Race Forward** has links to resources, tools, and training to promote racial justice. <https://www.raceforward.org/>
- ✚ **Racial Equity Tools** offers tips and resources for organizational change work. <http://racialequitytools.org/home>
- ✚ **Rethinking Schools** provides articles and resources for teachers looking to infuse social justice in their practice. <http://www.rethinkingschools.org/index.shtml>
- ✚ **Sociological Images** is a collection of visuals and critique helpful in developing a lens for seeing racism, sexism, heterosexism and other bias in media. <http://thesocietypages.org/socimages/>
- ✚ **Teaching Tolerance** has free resources including DVDs, CDs and publications for educators, parents, and kids. <http://www.tolerance.org/>