Give me a lever long enough and a fulcrum on which to place it, and I shall move the world.
What We Must Apply…

A lens uses light to magnify/minify/modify your view
See something else

A mirror externally reflects light to create images
See your whole self

A prism internally refracts light to reveal a spectrum
See the sum of your parts
What Tool Do We Require…

A **roadmap** illustrates various paths to reach known end points

Provides a way to find destination

A **compass** uses true north as a means to know where various paths head

Provides a way to know direction

A **CMM** assesses your current location and plots the best path forward

Provides a way to dynamically drive
What Is A Capability Maturity Model?

1. Initial
2. Repeatable
3. Defined
4. Managed
5. Optimizing

Productivity & Quality
Risk & Waste
Equity Maturity Model (EqMM)

Unified Strategy
- Aligned Investments
- Reinforcing Programs

Equitable Procurement
- Fair Consideration
- Informed Selection

Explicit Commitment
- Shared Language
- Evaluative Discipline

Deliberate Partnerships
- Active Advocate
- Engaged Collaborator

Visible Accountability
- Transparent Orientation
- Dedicated Oversight

Inclusive Culture
- Open Mindset
- Courageous Leadership
EqMM Maturity Levels

1. Enlightened
2. Embraced
3. Engaged
4. Integrated
5. Institutionalized
Equity Maturity Model (EqMM)

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Open Mindset

Courageous Leadership
Open Mindset
Increasing diversity is an explicit goal and differences are celebrated
### Open Mindset

Increasing diversity is an explicit goal and differences are celebrated

| Level 1: Enlightened | Team members cultivate an open mind and value the perspectives of others. They recognize that there will be gaps between their intentions and reality. They realize that these gaps create opportunities for growth and learning. They know too that cultivating an open mind is an ongoing journey, not a destination. |
| Level 2: Embraced   | Team members believe fervently in the value of being inclusive and search for methods and practices to do so more effectively, internally with the team and externally in communications and with partners. Collectively and individually, the team assesses how open and inclusive it is, incorporating feedback from external stakeholders through formal mechanisms it has established. The team examines what other organizations committed to equity are doing and explores additional sources of experience. |
| Level 3: Engaged    | Leaders and team members respectfully, but fearlessly, raise questions, even if they are uncomfortable for some. They use dialog to work through differences and remain open to new ideas, experiences and people. As the conversations change, so too does the group dynamic. Everyone plays a role in creating the open culture, but leaders are its chief architects and models. To ensure perspectives are continuously refreshed, individuals from outside the organization are invited to learning exchanges. |
| Level 4: Integrated | The internal climate is open and welcoming. External relationships also begin to change as team members use new skills to confidently engage with grantees and an increasingly more diverse group of partners. This authentic openness helps erode traditional barriers between grantees and funders that can inhibit the kind of candor that produces breakthrough ideas. |
| Level 5: Institutionalized | The team and its partners thrive on diversity, which enlarges their worldview and enriches the work. This understanding of diversity is not mechanistic. This culture is built on a well-tended infrastructure that creates a climate conducive to safe dialog, questioning and authentic disclosure. Organizational leaders model equity values internally and externally with a clarity and self-assuredness that is reflected in strategy, relationships, incentives, all work routines and everyday conversation. This ongoing cultivation of openness is a way of being that changes things. |
Courageous Leadership

Principles of equity are demonstrated top-down and leaders make the commitment visible.
Equity Maturity Model (EqMM)

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- Shared Language
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Visible Accountability
- Transparent Orientation
- Dedicated Oversight

Inclusive Culture
- Open Mindset
- Courageous Leadership
Shared Language

Equity terminology and message are clearly defined and broadly communicated.

“Diversity is being invited to the party, inclusion is being asked to dance, and equity is making sure your music is played.”

DR. GUILHERME ALBIERI
Transparent Orientation
Beliefs and priorities regarding the resolution of inequity are publicly shared

JOINT MESSAGE FROM OUR CHAIR AND OUR PRESIDENT:
INTRODUCING THE FY 2018 PROGRAM PLAN

One year ago, the Weingart Foundation announced our full commitment to advancing social and economic equity. This commitment is inspired by a vision of a Southern California where all people can participate, prosper, and reach their full potential—a place where diversity is celebrated and justice flourishes.

In developing our FY 2018 Program Plan, we have incorporated our learnings over the past 12 months. Our conversations with nonprofits and community leaders have reflected a heightened sense of anxiety and confusion about what the future might bring given our new political reality. The plan responds to these concerns—and addresses the imbalances we see across racial, ethnic, and socio-economic lines in our education, health, economic, and justice systems. To read the full message and access the FY 2018 Program Plan, click here.
Evaluative Discipline
A standard equity data collection process exists, along with routine inspection for insights

Dedicated Oversight
Accountability exists to monitor performance and provide regular progress updates
Equity Maturity Model

Unified Strategy
- Aligned Investments
- Reinforcing Programs

Explicit Commitment
(Shared Language, Evaluative Discipline)

Visible Accountability
(Transparent Orientation, Dedicated Oversight)

Inclusive Culture
(Open Mindset, Courageous Leadership)
Aligned Investments
Funding priorities combat root causes and direct consequences of systemic inequity

We believe that high-quality assessments and other resources can be used to improve learning - and close achievement and equity gaps. Current ACT initiatives to close the equity gap include:

- Fee waivers for the ACT test
- Free access to ACT Online Prep™ for students who qualify for an ACT test fee waiver
- Free access to ACT® Kaplan Online Prep Live for students who qualify for an ACT test fee waiver
- Free online college and career planning tools through ACT Profile

Read more about these initiatives at equityinlearning.act.org.

The Center for Equity in Learning is building upon these efforts - and establishing new initiatives and partnerships - to provide underserved and working learners with access to the information and resources they need to succeed in education and the workplace.
Reinforcing Programs

Opportunities for staff learning and connection on equity issues occur regularly


The positive effects of diversity training were greater when training was:
• complemented by other diversity initiatives
• targeted to both awareness and skills development
• conducted over a significant period of time

Two Types of Diversity Training That Really Work
Alex Lindsey, Eden King, Ashley Membere, Ho Kwan Cheung Harvard Business Review, July 28 2017

1. Perspective-taking
   • Improves pro-diversity attitudes and behavioral intentions
   • Cross-over effects
2. Goal-setting
   • More support
   • Less mistreatment
## Reinforcing Programs

Opportunities for staff learning and connection on equity issues occur regularly

<table>
<thead>
<tr>
<th>Level 1: Enlightened</th>
<th>The need for continuous learning about equity and how to cultivate an equity mindset is widely recognized. This is understood as a personal journey for each team member and as a shared path of discovery and practice for all. Team members recognize the need to build trusted relationships that thrive on candor and empathy. They recognize the need to acquire new knowledge, skills and tactics.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 2: Embraced</td>
<td>Leadership commits to an organizational development plan that begins with a needs assessment of critical knowledge and experience, and then outlines a focused multi-year plan to address gaps. Each individual commits to designing a personal development plan with support and resources provided by the foundation.</td>
</tr>
<tr>
<td>Level 3: Engaged</td>
<td>Ongoing personal and team learning fuels changes in mindset and practice. This learning is evidenced by a deeper understanding of dynamic social systems, complexity and the ambiguity that characterizes them. Experimentation is valued as concepts of risk have been re-conceptualized. Greater trust strengthens dialog and action among stakeholders, both internal and external. The organizational development plan is implemented and adjusted quarterly to meet emergent needs.</td>
</tr>
<tr>
<td>Level 4: Integrated</td>
<td>Ongoing personal and team learning about equity is an organizational norm. The team regularly draws on its resources and knowledgeable outside experts, grantees or funders, and other collaborators to grow. Reward systems are designed and implemented to recognize and encourage wanted behaviors. Performance reviews contain criteria for evaluating an individual's acquisition of knowledge about equity and his or her ability to translate learning into action and improved program results. Individual performance is aided by the confidential personal development plan.</td>
</tr>
<tr>
<td>Level 5: Institutionalized</td>
<td>Staff within the core team and its key collaborators, both inside and outside the organization, are continuously learning and growing their equity-oriented technical and leadership skills. They have a broad understanding of the mission and tactics, which are widely shared and collaboratively produced. Compensation and other incentives are aligned to support the culture.</td>
</tr>
</tbody>
</table>
Equity Maturity Model (EqMM)

- **Equitable Procurement**
  - Fair Consideration
  - Informed Selection

- **Deliberate Partnerships**
  - Active Advocate
  - Engaged Collaborator

Explicit Commitment

Shared Language

Evaluative Discipline

Visible Accountability

Transparent Orientation

Dedicated Oversight

Inclusive Culture

Open Mindset

Courageous Leadership
Fair Consideration

The impact of historical inequity is a factor when choosing contract/grant recipients.

Informed Selection

Equity-related criteria are embedded in evaluation of contractor/grantee proposals.

equity • fairness and justice in the way people are treated

We strongly believe that all lives are improved when there is a focus on equity. We want to help create a society that is fair and just in the way people are treated. To date, much of the funding for food system change has gone to predominantly white, middle- to upper-income class communities. We believe that if we are to have food and agricultural systems that enhance and sustain the well-being of people, animals, and our planet, then we must always consider the impacts on those who have been most marginalized by the industrial food system. Those communities are often rural and/or communities of color that too often have been sidelined. These communities bring rich traditions of connection to the land, and their histories and cultures and are an untapped resource and backdrop for mobilizing a new generation of leaders.

• How do we use this project to both give an opportunity to a consultant who wouldn’t have access to it (Equity as an SAFSF value), while also choosing a consultant who has the skills and ability to meet our needs?
  ○ WE WILL BE REACHING OUT TO AS MANY CONSULTANTS/FIRMS OF COLOR AS POSSIBLE. WE ARE ACTIVELY SEEKING SOMEONE TO WORK WITH THAT USES AN EQUITY LENS AND WHO UNDERSTANDS POWER DYNAMICS AS PLAYS OUT WITHIN PHILANTHROPY.
Active Advocate

Convening power is used to engage others on equity issues and invite their input on solutions.

Engaged Collaborator

Cooperative efforts occur with funders and other partners whose equity objectives are aligned.

176 Scholars and leaders
144 National organizations
289M Total reach

$24M Total funding committed
10 States implementing TRHT process
(INCLUDING 10 COLLEGES & UNIVERSITIES)
2-5 yrs Duration of implementation efforts
Equity Maturity Model (EqMM)

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- Open Mindset
- Courageous Leadership
There is nothing noble in being superior to your fellow man; true nobility is being superior to your former self.

Ernest Hemingway
Q&A

Daria Torres
daria@wallstorresgroup.com  (609) 980-1999

Thank you.