

Strategic Supports | Inclusion |

Diversity |

Equity |

Access |

Leadership Development |



PROPOSAL



FAYETTEVILLE
PUBLIC SCHOOLS
LEARN. GROW. PERFORM. LEAD.

Five Year Equity Competency Plan



UNIVERSITY OF
ARKANSAS



About IDEALS

The **IDEALS** Institute is a training, consultancy, and research institute dedicated to creating diverse, equitable and inclusive workplaces and communities. **IDEALS** is an acronym for: **I**nclusion; **D**iversity; **E**quity; **A**ccess; **L**eadership; and **S**trategic supports. Our name proudly reflects our commitment to working—in partnership with our clients—to create transformed cultures that harness the power of diversity, assess success through an equity lens, and engage in inclusive practices. Backed by a leading public university, we insist on reliable data and leading-edge research to guide our work in these focus areas: education and training; research and outreach; and strategic leadership/support.

Organizations with an inclusive culture are 3x as likely to be high performing, 6x more likely to be innovative and agile and 8x more likely to achieve better outcomes.

—Deloitte, 2018—

Real solutions require real conversations—not checked-boxes. That’s why we take a systems-approach to mapping our client's Diversity, Equity and Inclusion (DEI) path to ensure top-down commitment, bottom-up buy-in, and across the board learning and support. We believe transformation requires engagement, analysis, and action all these levels.: People, Processes, and Power (P3). We, therefore, work with system leaders/employers and diversity champions representing organizations of all sizes, sectors and industries—including for-profit corporations, nonprofits, educational institutions, as well as local governments and public agencies—to increase awareness/knowledge and to develop skills/tools to be effective in changing an environment.



FOCUS AREAS

EDUCATION AND TRAINING

We offer innovative and evidence-informed education, assessment and facilitation designed to meet you where you are and take you where you want to go.

RESEARCH AND OUTREACH

We support research and data collection that measures the impact of policies and practices on communities and populations working toward equity. We also use the latest research in crafting your training and consultation experiences.

STRATEGIC LEADERSHIP AND SUPPORTS

We equip leaders with the resources and skills they need to enact positive change in their respective fields and communities.

P3 FRAMEWORK

PEOPLE

Engaging all sectors of operations as they analyze, learn, define, and re-imagine an inclusive environment that will enhance effectiveness and support the organization’s mission.

PROCESSES

Organizational policies, practices and processes are measured against espoused DEI values and realigned, when necessary. Ongoing sustainable practices are embedded into organizational operations and routinely measured and tracked.

POWER

Leadership is accountable and engaged in the process and understands the influence of internal and external factors on their work. Leadership is equipped to employ equitable decision-making strategies that enhance and support DEI values.



Format:

A five-year organizational learning engagement designed to assist Fayetteville Public Schools (FPS) in its Five-Year Equity Competency initiative to match its DEI values to its practices. Using the **IDEALS Institute's P³ Approach to Transformational Change**, this comprehensive initiative will engage *People, Processes and Power* to:

- Examine system-wide data, practices, policies, processes, leadership team, and employees
- Provide foundational diversity and racial equity education to administrators, teachers, and staff
- Emphasize culturally responsive pedagogy and leadership
- Include all stakeholders in the process toward racial equity and embed accountability for progress and results at all levels
- Develop the individual and collective capacity to be more effective champions of equity
- Provide ongoing strategic organizational support to the leadership team and employees so they can better operationalize and sustain DEI principles within the organization.

As indicated in the annual steps and measures articulated below, the IDEALS Institute will guide Fayetteville Public Schools' leadership team and employees through a meaningful process of Assessment, Strategy, Design and Activation in alignment with our **P³** framework. Each year's phase of this proposal includes strategies, tactics and activities that will affect:

People

Appropriately engaging all sectors of FPS operations as they analyze, learn, define, and re-imagine an inclusive environment that will enhance effectiveness and support your organization's mission. FPS team members—at all levels—will be challenged to grow and match their behavior to the organization's espoused DEI values.

Processes

Organizational policies, practices and processes are examined and measured against espoused Equity values and are realigned, when necessary. Ongoing and sustainable practices are embedded into FPS organizational operations and are routinely measured and tracked.

Power

Members of FPS leadership are accountable and engaged in the process and understand the influence of internal and external factors on their work. Leadership is equipped to employ equitable decision-making strategies that enhance and support the organization's DEI values.

Below is a preliminary outline of the structure of the proposed initiative. Given the current Covid-19 climate, years two and three are designed for virtual engagement; subsequent years anticipate the ability to meet face-to-face. Sessions for teaching staff will be offered after school to maximize participation. Further customization will be based on consultation with FPS leadership, the findings of assessments, and other relevant data.

Structure:

YEAR ONE (2019-2020)

- TRUE/TRAIN Cohort Participation
- Education and Training of Senior Leadership and Equity Council
- Equity Plan Formulation and Presentation to Cabinet
- Establishment of Equity Council

YEAR TWO (2020-2021)

People Engaged (maximum 100):

Leadership Team

Employees who volunteered in 2019 (hereafter referred to as Equity Council)

Employees interested in working on this initiative (hereafter referred to as Diversity Champions).

Components of Engagement – All training and meetings may be held virtually:

1. Fifteen Hours of Consultation

- May be configured to suit the needs of the organization (varying time lengths and modalities, i.e., face-to-face, conference calls, etc.).
- Used for planning, assessment, strategy meetings, design sessions, thought leadership, evaluation, such as:
 - Defining key terms, updating/creating DEI statements, examining relevant artifacts/initiatives/programs from the past, gathering perspectives from key stakeholders, designing interventions, etc.

2. Education and Training

- *Foundations of Diversity, Equity and Inclusion and Creating Inclusive Spaces: A Look at Macro- and Microaggressions*. This interactive online Facilitated Learning Opportunity (FLO) provides a fundamental understanding of key DEI terms (i.e. diversity, equity, inclusion, bias, etc.), establishes the relevance of this work to the organization's mission, vision, and key performance indicators, creates awareness about individual differences and offers practical strategies for addressing common challenges to workplace effectiveness. The two-part session (two hours each) will be repeated once to capture those who were unable to attend the first session.
- *Introduction to Equity: Operationalizing Equity Through the Racial Equity Toolkit*. 3-hours (Leadership only, online)
- *Facilitation Skills for Leading Critical Conversations for Leaders* 2- hours, online

YEAR TWO, Continued

- *Culturally Relevant Pedagogy: Bringing Equity into the Classroom* 4 hours, online format; may be divided into two sessions
 - *Intercultural Development Inventory (Online assessment with online debrief session for initial 100 people)*
3. Education and Training, Continued
 - Lunch and Learn Session – One 1.5-hour, online session open to everyone. Suggested topics: Race, Immigration in the United States, LGBTQ, Diversity in the Workplace
 - On-going Core Group Engagement (Assignments, webinars, Equity Analyses etc.)
 4. Strategic Communication Toolkit that includes messaging about the initiative for internal and external audiences, press release templates, and communication protocols, etc.
 5. Celebration of Progress, Evaluation, Documentation, Reporting

YEAR THREE (2021-2022)

People Engaged (maximum 200):

Leadership Team

Equity Council

Diversity Champions

Other FPS team members and units who are interested

Components of Engagement:

1. Fifteen hours of Consultation
 - May be configured to suit the needs of the organization (varying time lengths and modalities, i.e., face-to-face, conference calls, etc.).
 - Used for planning, assessment, strategy meetings, design sessions, thought leadership, evaluation, and topics such as:
 - *Building a Sustainable Commitment to DEI* - This online 2-hour interactive FLO utilizes FPS's mission, values, and The IDEALS P³ Framework to identify ways to embed DEI principles into daily interactions with students, co-workers, and the community. Participants gain practical tactics for effective engagement. (Leadership)
 - *Equitable and Inclusive Human Resources and Talent Management Practices*. 2-hours, online (HR, Hiring Managers, Leadership)
 - *Pitfalls and Progress: Learning from and Navigating the Challenges of Organizational Change* 2-hours, online (Leadership Team, Equity and Diversity Champions)
2. Education, Training, and Facilitated Conversations
 - *Understanding Institutional-Isms*. Foundational introduction to the systems that influence organizational and individual values, thought and behavior. 2 hours, online.
 - *Culturally Relevant Pedagogy: Bringing Equity into the Classroom* 4 hours, online format; may be divided into to two sessions
 - *Intercultural Development Inventory (Online assessment with online debrief session)* (Optional: Additional Processing Fee Required)



YEAR THREE, Continued

3. Education and Training for additional Equity Council and Diversity Champions in Organization
 - **TWO Foundations of Diversity, Equity and Inclusion and Creating Inclusive Spaces: A Look at Macro- and Microaggressions.** The two-part sessions (two hours each) will be repeated once to capture those who were unable to attend the first session.
 - Lunch and Learn Session - Two 1.5-hour online sessions open to everyone.
 - On-going Core Group Engagement (Assignments, webinars, Equity Analyses etc.)
4. Strategic Communication Toolkit Update - includes updated messaging about the initiative, press release templates, and communication protocols.
5. Celebration of Progress, Evaluation, Documentation, Reporting

YEAR FOUR (2022-2023)

Note: the specific interventions will be designed based upon the results of organizational assessment and evaluation of the initiative up to this point. What follows is a suggested format of the remainder of the program, pending the above assessment and evaluation measures.

People Engaged:

ALL Sectors of the organization—the focus is on inspiring individual commitment and embedding sustainable DEI principles into FPS practices, policies, and procedures.

Components of Engagement:

1. Fifteen hours of Consultation
 - May be configured to suit the needs of the organization (varying time lengths and modalities, i.e., face-to-face, conference calls, etc.).
 - Used for planning, assessment, strategy meetings, design sessions, thought leadership, evaluation, and topics such as:
 - *Strategic DEI Leadership:* This 2-hour, interactive, online FLO uses case studies, activities, and IDEALS Institute's P³ Framework to introduce key DEI leadership strategies, challenge a critical examination of the organization's culture and provide practical tactics and tools to assess equity, and inclusion. (Leadership)
 - *Review of Practices, Policies and Processes* (Leadership)
 - *Strategic Planning* (Leadership)
2. Education and Training for Leadership Equity Council and Diversity Champions
 - *Equity Deep-Dive: Revisiting the Racial Equity Toolkit* 2-hours
 - *Facilitation Skills for Leading Critical Conversations.* 2- hours
 - *Culturally Relevant Pedagogy: Bringing Equity into the Classroom* 4 hours
 - On-going Core Group Engagement (Assignments, webinars, Equity Analyses etc.)
 - *Intercultural Development Inventory (Online assessment with debrief session)* (Optional: Additional Processing Fee Required)



YEAR FOUR, Continued

3. Education and Training for Organization at Large
 - *Foundations of Diversity, Equity and Inclusion and Creating Inclusive Spaces: A Look at Macro- and Microaggressions. The 4-hour session will be offered to new participants.*
 - *Introduction to Equity 2 hours*
 - *Culturally Relevant Pedagogy: Bringing Equity into the Classroom 4 hours*
 - Lunch and Learn Sessions - One 1.5-hour session open to everyone.
4. Strategic Communication Toolkit Update - includes updated messaging about the initiative, press release templates, and communication protocols.
5. Celebration of Progress, Evaluation, Documentation, Reporting

YEAR FIVE (2023-2024)

Note: the specific interventions will be designed based upon the results of organizational assessment and evaluation of the initiative up to this point. What follows is a suggested format of the remainder of the program, pending the above assessment and evaluation measures.

People Engaged:

ALL Sectors of the organization—the focus is on inspiring individual commitment and embedding sustainable DEI principles into FPS practices, policies, and procedures.

Components of Engagement:

1. Fifteen hours of Consultation
 - May be configured to suit the needs of the organization (varying time lengths and modalities, i.e., face-to-face, conference calls, etc.).
 - Used for planning, assessment, strategy meetings, design sessions, thought leadership, evaluation, and topics such as:
 - *Keeping the Momentum: Planning for Sustainability*
 - *Review of Practices, Policies and Processes*
 - *Strategic Planning*
 - *Program Evaluation*
 - *Assessment*
2. Education and Training for Leaders, Equity Coaches, and Diversity Champions
 - *Re-tooling for Equity: A Closer Look at Practices 3 hours*
 - *Inclusive Excellence: Strategies for Innovation 3 hours*
 - *Leading DEI: Engaging Community and Stakeholders 3 hours*
 - *Culturally Relevant Pedagogy: Bringing Equity into the Classroom 4 hours*
 - On-going Core Group Engagement (Assignments, webinars, Equity Analyses etc.)
 - *Intercultural Development Inventory (Online assessment with debrief session) (Optional: Additional Processing Fee Required)*

YEAR FIVE, Continued

3. Education and Training for Organization at Large
 - *Foundations of Diversity, Equity and Inclusion and Creating Inclusive Spaces: A Look at Macro- and Microaggressions. The 4-hour session will be offered to new participants.*
 - *Understanding Institutional-Isms.* Foundational introduction to the systems that influence organizational and individual values, thought and behavior. 3 hours.
 - Lunch and Learn Sessions - Two 1.5-hour sessions open to everyone.
4. Strategic Communication Toolkit Update - includes updated messaging about the initiative, press release templates, and communication protocols.
5. Celebration of Progress, Evaluation, Documentation, Reporting

Roles and Expectations:

IDEALS Institute will:

- Offer guidance and support and a framework for organizational change for the initiative.
- Design, create, or coordinate, in collaboration with the organization, the interventions mentioned above.
- Execute all education, training and consultation services agreed upon in the finalized structure of the proposal agreement.
- Consultation hours will be tracked throughout the year and are transferrable from year-to-year and from component-to-component. The proposal allows for an annual overage or shortage not to exceed 10% of the allotted consultation time. There are no refunds for unused consultation time.

Fayetteville Public Schools will:

- Provide access to relevant data and employee resource groups and establish a core group of interested employees to assist with implementation.
- Manage the communication/advertising and registration process and attendance documentation for employees.
- Make copies, as needed.
- Secure meeting spaces; arrange for access to venue at least 1.5 before the start of the event.
- Provide projector/slide/large screen TV, audio equipment, speakers, microphones.
- Provide food/snacks for participants, as needed.

Additional Options

With additional funding, other options are available:

- Extending the annual breadth and depth of the intervention, i.e. engaging more people in the first few years, increasing the number of consultation/thought-leadership hours, more in-depth organizational assessment, etc.
- Adding Intercultural Development Inventory (IDI) for all faculty and staff.
- Adding IDI for Junior and Senior high school students.
- Having a group of faculty and staff trained to be IDI facilitators.
- Including incentives for the Equity Council and Diversity Champions.

We are happy to discuss these and other ideas further.