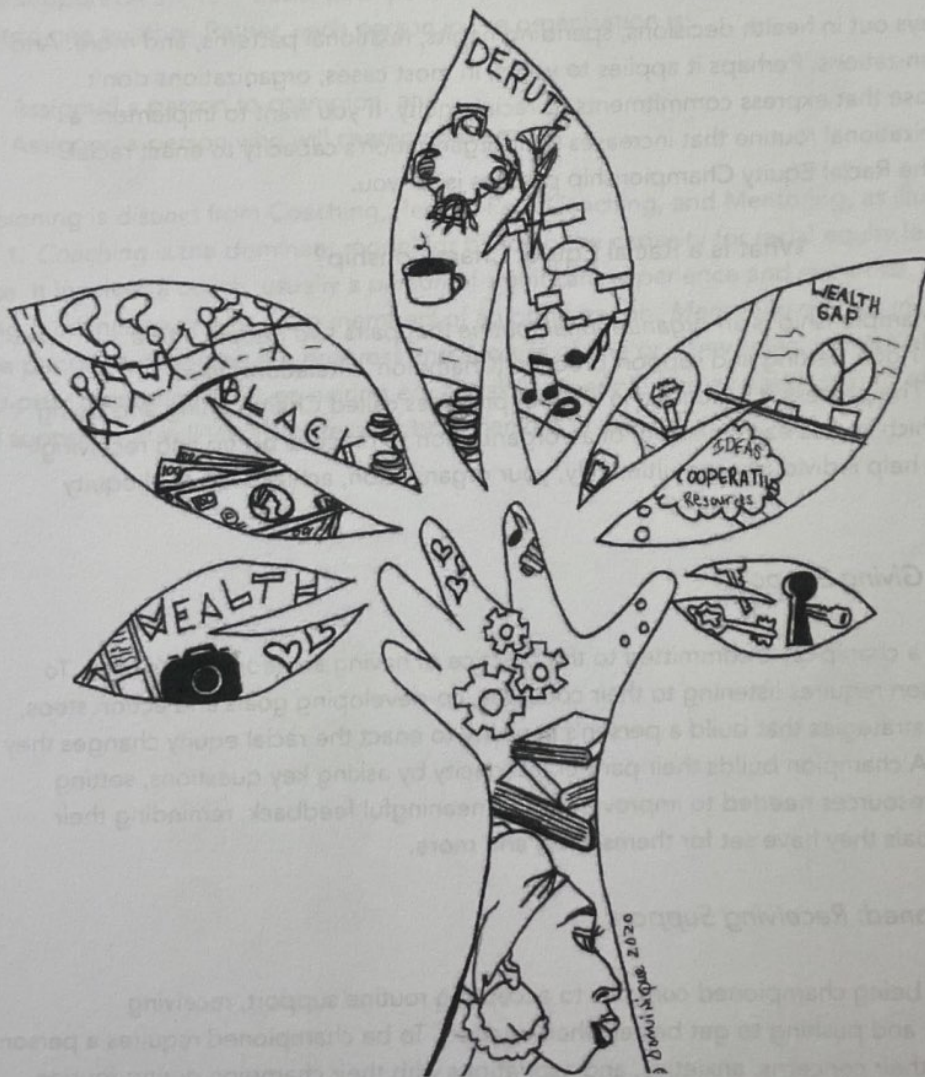


# CHAMPIONSHIP GUIDEBOOK FOR RACIAL EQUITY IN SCHOOLS

2020-21





## RACIAL EQUITY CHAMPION GUIDEBOOK

You say you want to improve. You want people in your organization to improve. But you can't. Or they can't. It's not that you don't want to. It's that even if the commitment and desire to improve are real, the reality is that most people are not able to change their behaviors. Wanting to change and even having a compelling reason to do so is usually not enough to change behaviors. What is required is both a compelling reason *and* support to do so.

This principle plays out in health decisions, spending habits, relational patterns, and more. And it applies to organizations. Perhaps it applies to yours. In most cases, organizations don't change, even those that express commitments to racial equity. If you want to implement a systematic organizational routine that increases your organization's capacity to enact racial equity change, the Racial Equity Championship process is for you.

### What is a Racial Equity Championship?

A racial equity championship is an *organizational routine* that pairs two people into a continuous 1-to-1 goal setting and support process. (Champion + Relationship = Championship). The process is grounded in a set of practices called Championing and Being Championed, which invites each member of an organization to practice giving and receiving support that will help individuals and ultimately, your organization, achieve its racial equity goals.

#### *Championing: Giving Support*

A person who is a champion is committed to the practice of having someone else's back. To champion a person requires listening to their concerns, co-developing goals and action steps, and developing strategies that build a person's capacity to enact the racial equity changes they desire to make. A champion builds their partner's capacity by asking key questions, setting goals, securing resources needed to improve, giving meaningful feedback, reminding their partner of the goals they have set for themselves, and more.

#### *Being Championed: Receiving Support*

A person who is being championed commits to accepting routine support, receiving encouragement, and pushing to get better when needed. To be championed requires a person to openly share their concerns, anxieties, and aspirations with their champion during routine conversations called "champion check-ins." It requires being vulnerable with your failures and acknowledging your successes. It requires asking for help or being receptive to support when



offered. During champion check-ins, a person being championed develops goals and strategies that build their capacity to enact the racial equity changes they desire to make.

### Championing and Being Championed: Giving and Receiving

The power of a Racial Equity Championship is not only that it allows individuals to give or receive support on a 1-to-1 basis. Each partner participates in both roles, receiving and giving, but not to one another. Rather, each person in the organization is:

- Assigned a person to champion, and
- Assigned a person who will champion them

Championing is distinct from Coaching, Peer-to-Peer Coaching, and Mentoring, as illustrated in Figure 1. *Coaching* is the dominant model for building the capacity for racial equity leadership practice. It involves a coach, usually a person of significant experience and expertise, providing ongoing guidance to one or more members of an organization. *Mentoring* models involve one or more people focusing on the progress and success of one or a few select individuals. *Peer-to-peer mentoring* involves pairing equally skilled people into a relationship to offer mutual support that will lead progress for both persons involved.

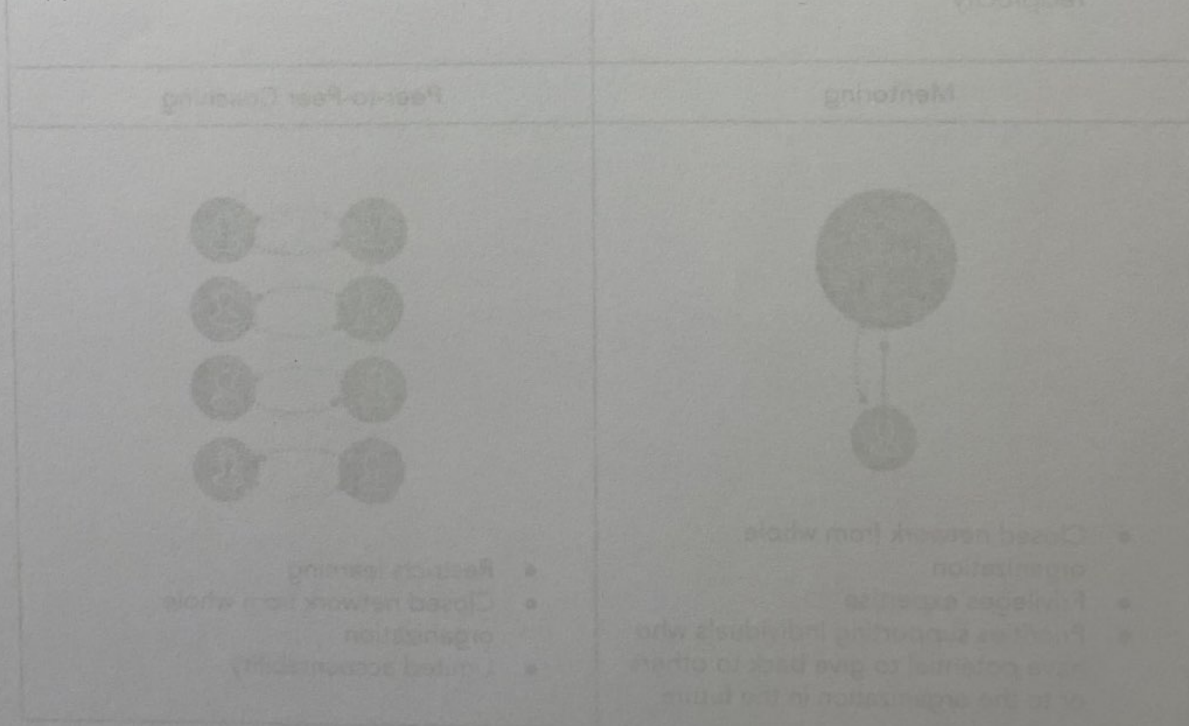
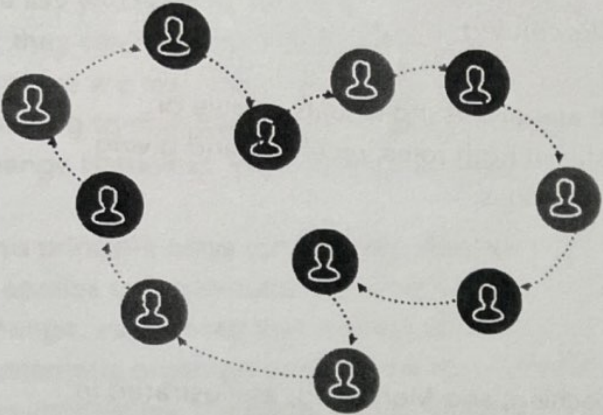
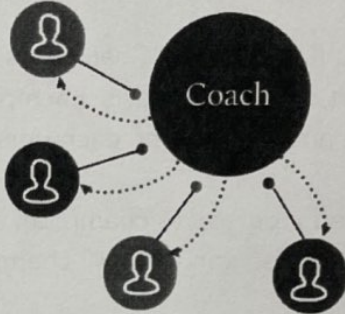

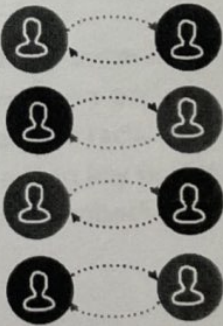




Figure 1. Differences between coaching, mentoring, peer-to-peer coaching, and championing.

Championing	Coaching
 <ul style="list-style-type: none"> <li>• Privileges <i>recognition</i> of assets   human capacity to learn</li> <li>• Equitable distribution of time and emotional labor across organization</li> <li>• Prioritizes organizational development</li> <li>• Guiding principle is collective reciprocity</li> </ul>	 <ul style="list-style-type: none"> <li>• Privileges expertise</li> <li>• Guiding principle is pay it forward (each one teach one)</li> <li>• Interaction is unidirectional</li> <li>• Inequitable distribution of time and emotional labor across organization</li> </ul>
Mentoring	Peer-to-Peer Coaching
 <ul style="list-style-type: none"> <li>• Closed network from whole organization</li> <li>• Privileges expertise</li> <li>• Priorities supporting individuals who have potential to give back to others or to the organization in the future</li> </ul>	 <ul style="list-style-type: none"> <li>• Restricts learning</li> <li>• Closed network from whole organization</li> <li>• Limited accountability</li> </ul>

A Racial Equity Championship model operates on the principle of reciprocity as the primary benefit and the full organization as a beneficiary equal to that of individuals. The model assumes that championing is learned and that every member of an organization has some basic capacity (albeit at different levels) to support at least one colleague in their racial equity goals. Racial Equity Championships invite organizational members to commit to lending their capacity to benefit the organization. But champions need support too. And that's why the model ensures each champion is also championed. Racial Equity Championships set into motion a process of cyclical and reciprocal capacity building that creates organizational resilience to ensure continuity and equity of racial learning opportunities and change.

• Championing is a learned skill that can be taught and practiced. It is not an innate trait.

• Championing is a reciprocal process. It requires both the champion and the championed to engage in a mutually beneficial relationship.

• Championing is a cyclical process. It involves a continuous cycle of support and learning that builds capacity over time.

• Championing is a collective effort. It requires the support and participation of the entire organization to create a culture of racial equity.

• Championing is a process of capacity building. It focuses on developing the skills and resources needed to support racial equity goals.

• Championing is a process of organizational change. It aims to create a more inclusive and equitable organization by addressing systemic racism.

• Championing is a process of personal growth. It provides an opportunity for individuals to learn from their colleagues and to develop their own leadership skills.

• Championing is a process of shared responsibility. It recognizes that everyone in the organization has a role to play in creating a more equitable future.

• Championing is a process of ongoing learning. It is not a one-time event, but a continuous process of growth and development.

• Championing is a process of mutual respect. It values the unique experiences and perspectives of all individuals in the organization.

• Championing is a process of shared success. It celebrates the achievements of individuals and the organization as a whole.



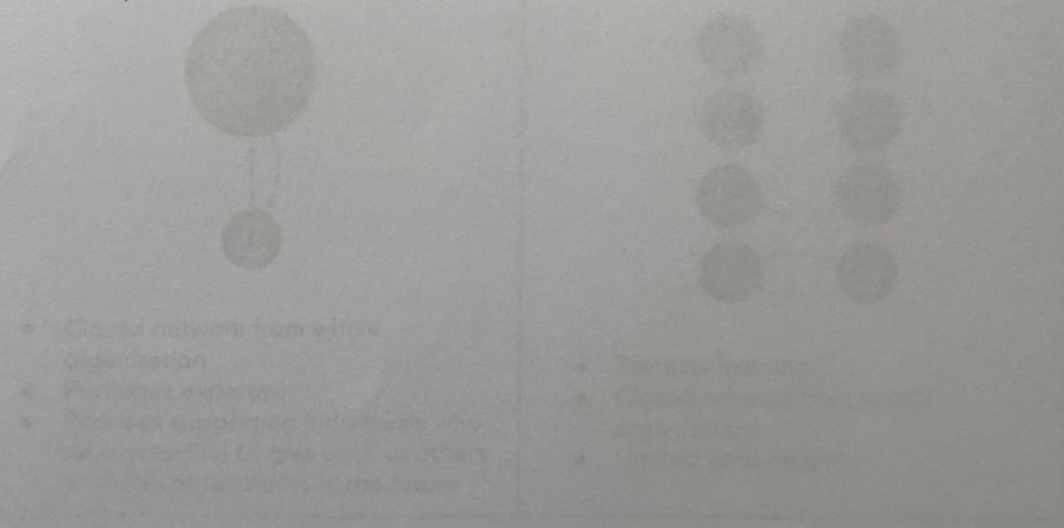
# Championship Guidebook

We designed the Championship Guidebook for Racial Equity to support schools that have developed, or are developing, a commitment to racial equity and want to take action, but find it difficult to adapt and change their behaviors to get better. This guidebook addresses both sides of the Championship: the person giving the support and the person receiving the support. The Championship Guidebook for Racial Equity facilitates the relational process of support and capacity building that is required to help individuals, teams, and ultimately organizations meet their racial equity goals. It contains the following features:

- Championship goal setting framework and forms
- Championship conversational protocols
- Championship support resources

Integrating these three tools as a part of an organizational routine creates the capacity for individuals to achieve the personal behavioral changes that create more racially equitable organizations. In the Guidebook, we advise partners on setting priorities, including establishing regular check-in times (e.g. monthly, quarterly), identify suitable champion partners, and provide resources that illuminate the types of conversation exchanges that actually lead to achieving goals and organizational behavioral change.

If you use this Guidebook, you strengthen the capacity to champion people and change your behaviors toward racial equity because you'll understand how to ask for help and receive it from your champion. Your champion will understand how to support and advocate for you. Since every member in your organization will both give and receive champion support, the overall capacity of your organization to enact racial equity goals will increase.





## CHAMPION CHECK-IN PROTOCOL

Step 1. Habari Gani (informal update from both members).

Step 2. Championship pair reviews racial equity goals silently.

Step 3. Championship pair reviews improvement cycle stages together.

Step 4a. Champion facilitates check-in conversation around racial equity goals. There are a few approaches to go about this conversation. Use the approach that feels best for your pair.

- a. *Broad strokes approach*: "What have you been up to? And how does it connect to each of your goals?" OR
- b. *Goal-by-goal approach*: "Let's go goal by goal? Let's start with you telling me about your progress toward goal 1."
- c. *Direct and specific approach*:
  - o What recent steps have you taken to meet this goal?
  - o What went well?
  - o What didn't go well?
  - o What did you learn since your last goal check in?
  - o What are you going to do with what you learned?

Step 4b. Champion listens in order to discern which stage(s) of improvement their partner is at with respect to each goal. Champion populates the improvement cycle grid with relevant information they hear to help their partner understand which stages they are in.

Step 5. Revisit and adjust goals if needed. Champion may ask: "How are you feeling about this goal now? Are there any tweaks or adjustments to it you feel compelled to make?" Write revised or ongoing goals in designated space.

Step 6. Discuss and document next steps the person being championed will take and support needed from the champion. Champion asks: "What do you need me to do to make sure you make progress toward this goal? What specific steps or actions do I need to take?" Document these in the designated spaces.

Step 7. Establish date for next check-in.

Step 8. Person being championed completes Post Check-in Journal.



## OCTOBER CHAMPION CHECK-IN

### INITIAL GOAL SETTING

This first session is focused on identifying racial equity goals related to wellness, relationships, learning and leadership. As you engage in discussion, your champion will help you to clarify your goals, the intentions behind your goals, and the improvement cycle stage your goals align with.

RACIAL EQUITY GOAL CHECK-IN GRID				
Champion:  Being Championed:  Check in date:	<b>Wellness Goal:</b>  <i>What personal, creative, or self work will make me feel more whole as a racial being?</i>	<b>Relational Goal:</b>  <i>What relationship(s), established or strengthened, will help advance my racial equity goals?</i>  OR  <i>What relationships do I need to establish or strengthen to advance racial equity?</i>	<b>Learning Goal:</b>  <i>What do I need to learn to do or better understand in order to take specific actions toward racial equity?</i>	<b>Racial Equity Teaching/ Leading Goal:</b>  <i>What teacher or leadership practice do I want to develop that would ensure greater racial equity for students and families of color?</i>
<b>Improvement Cycle Stages</b>				
1. Analyzing the causes and conditions that require this goal.				
2. Engaging in learning to deepen my understanding of how to improve toward this goal.				
3. Strategizing and planning to implement new practices.				



4. Enacting these practices.				
5. Reflecting and assessing impact. What changed as a result of my actions? How do I know?				
<i>Goal revising and adjusting</i>	<b>Wellness Goal:</b>	<b>Relational Goal:</b>	<b>Learning Goal:</b>	<b>Teaching /Leading Goal:</b>
Next steps/actions for person being championed:				
Supports champion will provide:				
Next check-in date:				

**POST CHECK-IN JOURNAL**

What did I learn during the check-in? What am I going to do with what I learned?



## NOVEMBER CHAMPION CHECK-IN

### GETTING INTENTIONAL

This session is focused on getting intentional about making progress toward your goals. As you engage in discussion, your champion will help you think about how you need to ask for and receive support from them, and how you move between the improvement cycle stages for each goal (e.g. making progress, staying in place, going backwards, sprinting ahead).

RACIAL EQUITY GOAL CHECK-IN GRID				
Champion:  Being Championed:  Check in date:	<b>Wellness Goal:</b>  <i>What personal, creative, or self work will make me feel more whole as a racial being?</i>	<b>Relational Goal:</b>  <i>What relationship(s), established or strengthened will help advance my racial equity goals?</i>  OR  <i>What relationships do I need to establish or strengthen to advance racial equity?</i>	<b>Learning Goal:</b>  <i>What do I need to learn to do in order to take specific actions toward racial equity?</i>	<b>Racial Equity Teaching /Leading Goal:</b>  <i>What teacher or leadership practice do I want to develop that would ensure greater racial equity for students and families of color?</i>
<b>Improvement Cycle Stages</b>				
1. Analyzing the causes and conditions that require this goal.				
2. Engaging in learning to deepen my understanding of how to improve toward this goal.				
3. Strategizing				



and planning to implement new practices.				
4. Enacting these practices.				
5. Reflecting and assessing impact. What changed as a result of my actions? How do I know?				
<i>Goal revising and adjusting</i>	<b>Wellness Goal:</b>	<b>Relational Goal:</b>	<b>Learning Goal:</b>	<b>Teaching/ Leading Goal:</b>
Next steps/actions for person being championed:				
Supports champion will provide:				
Next check-in date:				

**POST CHECK-IN JOURNAL**

What did I learn during the check-in? What am I going to do with what I learned?



## DECEMBER CHAMPION CHECK-IN

### GETTING INTENTIONAL

This session is focused on getting intentional about making progress toward your goals. As you engage in discussion, your champion will help you think about how you need to ask for and receive support from them, and how you move between the improvement cycle stages for each goal (e.g. making progress, staying in place, going backwards, sprinting ahead).

RACIAL EQUITY GOAL CHECK-IN GRID				
Champion: Being Championed: Check in date:	Wellness Goal: <i>What personal, creative, or self work will make me feel more whole as a racial being?</i>	Relational Goal: <i>What relationship(s), established or strengthened will help advance my racial equity goals?</i>  <i>OR</i> <i>What relationships do I need to establish or strengthen to advance racial equity?</i>	Learning Goal: <i>What do I need to learn to do in order to take specific actions toward racial equity?</i>	Racial Equity Teaching/ Leading Goal:  <i>What teacher or leadership practice do I want to develop that would ensure greater racial equity for students and families of color?</i>
Improvement Cycle Stages				
1. Analyzing the causes and conditions that require this goal.				
2. Engaging in learning to deepen my understanding of how to improve toward this goal.				
3. Strategizing				



and planning to implement new practices.				
4. Enacting these practices.				
5. Reflecting and assessing impact. What changed as a result of my actions? How do I know?				
<i>Goal revising and adjusting</i>	<b>Wellness Goal:</b>	<b>Relational Goal:</b>	<b>Learning Goal:</b>	<b>Teaching/ Leading Goal:</b>
Next steps/actions for person being championed:				
Supports champion will provide:				
Next check-in date:				

**POST CHECK-IN JOURNAL**

What did I learn during the check-in? What am I going to do with what I learned?



## JANUARY CHAMPION CHECK-IN

### GETTING A SENSE OF PROGRESS

This session is focused on getting a sense of how you are making progress toward your goals, perhaps some more than others. Your champion will help you to understand what supports are working, which ones are not, and what new supports you might need. As always, goals may require revision as you work toward them, and understanding where you are in the improvement cycle stages is important.

RACIAL EQUITY GOAL CHECK-IN GRID				
Champion: Being Championed: Check in date:	<b>Wellness Goal:</b> <i>What personal, creative, or self work will make me feel more whole as a racial being?</i>	<b>Relational Goal:</b> <i>What relationship(s), established or strengthened will help advance my racial equity goals?</i>  <i>OR</i> <i>What relationships do I need to establish or strengthen to advance racial equity?</i>	<b>Learning Goal:</b> <i>What do I need to learn to do in order to take specific actions toward racial equity?</i>	<b>Racial Equity Teaching/ Leading Goal:</b> <i>What teacher or leadership practice do I want to develop that would ensure greater racial equity for students and families of color?</i>
Improvement Cycle Stages				
1. Analyzing the causes and conditions that require this goal.				
2. Engaging in learning to deepen my				

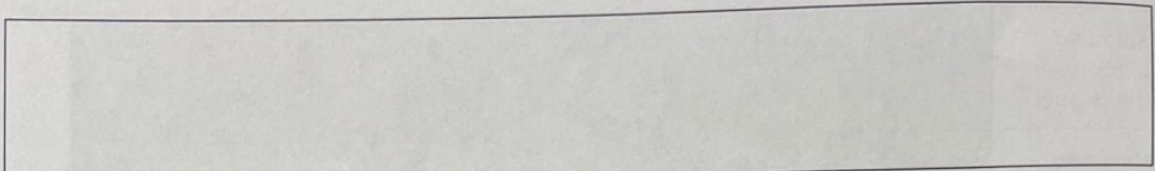


understanding of how to improve toward this goal.				
3. Strategizing and planning to implement new practices.				
4. Enacting these practices.				
5. Reflecting and assessing impact. What changed as a result of my actions? How do I know?				
<i>Goal revising and adjusting</i>	<b>Wellness Goal:</b>	<b>Relational Goal:</b>	<b>Learning Goal:</b>	<b>Teaching/ Leading Goal:</b>
Next steps/actions for person being championed:				
Supports champion will provide:				
Next check-in date:				

**POST CHECK-IN JOURNAL**

What did I learn during the check-in? What am I going to do with what I learned?





## FEBRUARY CHAMPION CHECK-IN

### GETTING A SENSE OF PROGRESS

This session is focused on getting a sense of how you are making progress toward your goals, perhaps some more than others. Your champion will help you to understand what supports are working, which ones are not, and what new supports you might need. As always, goals may require revision as you work toward them, and understanding where you are in the improvement cycle stages is important.

RACIAL EQUITY GOAL CHECK-IN GRID				
Champion:	<b>Wellness Goal:</b>	<b>Relational Goal:</b>	<b>Learning Goal:</b>	<b>Racial Equity Teaching/ Leading Goal:</b>
Being Championed:	<i>What personal, creative, or self work will make me feel more whole as a racial being?</i>	<i>What relationship(s), established or strengthened will help advance my racial equity goals?</i>	<i>What do I need to learn to do in order to take specific actions toward racial equity?</i>	<i>What teacher or leadership practice do I want to develop that would ensure greater racial equity for students and families of color?</i>
Check in date:		<i>OR</i>		
		<i>What relationships do I need to establish or strengthen to advance racial equity?</i>		
<b>Improvement Cycle Stages</b>				
1. Analyzing the causes and conditions that require this goal.				

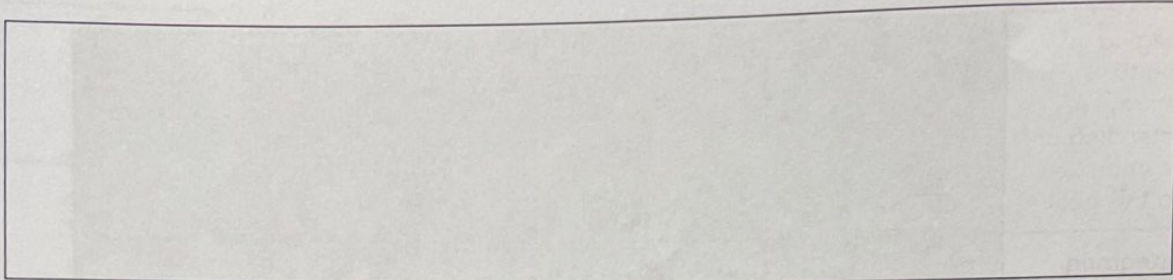


2. Engaging in learning to deepen my understanding of how to improve toward this goal.				
3. Strategizing and planning to implement new practices.				
4. Enacting these practices.				
5. Reflecting and assessing impact. What changed as a result of my actions? How do I know?				
<i>Goal revising and adjusting</i>	<b>Wellness Goal:</b>	<b>Relational Goal:</b>	<b>Learning Goal:</b>	<b>Teaching/ Leading Goal:</b>
Next steps/actions for person being championed:				
Supports champion will provide:				
Next check-in date:				

POST CHECK-IN JOURNAL

What did I learn during the check-in? What am I going to do with what I learned?





## MARCH CHAMPION CHECK-IN

### GETTING A HANDLE ON MY SUCCESS

This session is focused on starting to understand what successes are coming into focus and how you have progressed into different improvement cycle stages. This is particularly important as the end of the year approaches and there are still opportunities to give and receive support toward your goals.

RACIAL EQUITY GOAL CHECK-IN GRID				
Champion:  Being Championed:  Check in date:	<b>Wellness Goal:</b>  <i>What personal, creative, or self work will make me feel more whole as a racial being?</i>	<b>Relational Goal:</b>  <i>What relationship(s), established or strengthened will help advance my racial equity goals?</i>  OR  <i>What relationships do I need to establish or strengthen to advance racial equity?</i>	<b>Learning Goal:</b>  <i>What do I need to learn to do in order to take specific actions toward racial equity?</i>	<b>Racial Equity Teaching/ Leading Goal:</b>  <i>What teacher or leadership practice do I want to develop that would ensure greater racial equity for students and families of color?</i>
<b>Improvement Cycle Stages</b>				
1. Analyzing the causes and conditions that				

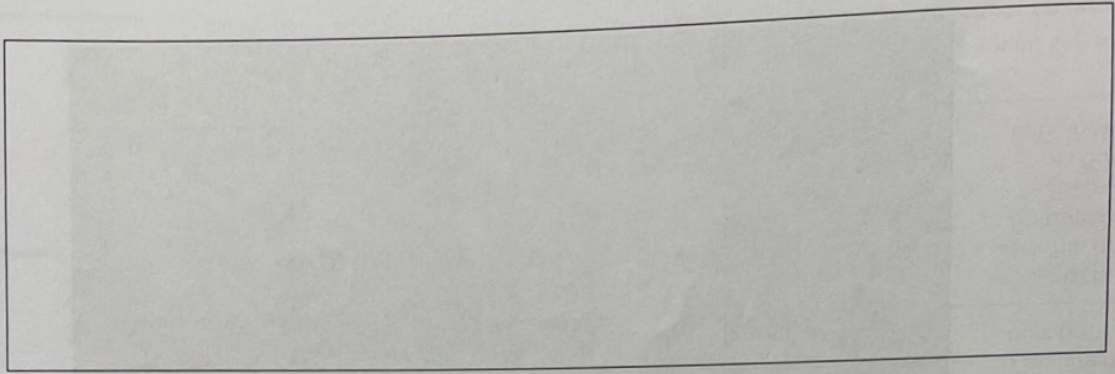


require this goal.				
2. Engaging in learning to deepen my understanding of how to improve toward this goal.				
3. Strategizing and planning to implement new practices.				
4. Enacting these practices.				
5. Reflecting and assessing impact. What changed as a result of my actions? How do I know?				
<i>Goal revising and adjusting</i>	<b>Wellness Goal:</b>	<b>Relational Goal:</b>	<b>Learning Goal:</b>	<b>Teaching/ Leading Goal:</b>
Next steps/actions for person being championed:				
Supports champion will provide:				
Next check-in date:				

**POST CHECK-IN JOURNAL**

What did I learn during the check-in? What am I going to do with what I learned?







## APRIL CHAMPION CHECK-IN

### GETTING A HANDLE ON MY SUCCESS

This session is focused on starting to understand what successes are coming into focus and how you have progressed into different improvement cycle stages. This is particularly important as the end of the year approaches and there are still opportunities to give and receive support toward your goals.

RACIAL EQUITY GOAL CHECK-IN GRID				
Champion:  Being Championed:  Check in date:	Wellness Goal:  <i>What personal, creative, or self work will make me feel more whole as a racial being?</i>	Relational Goal:  <i>What relationship(s), established or strengthened will help advance my racial equity goals?</i>  OR  <i>What relationships do I need to establish or strengthen to advance racial equity?</i>	Learning Goal:  <i>What do I need to learn to do in order to take specific actions toward racial equity?</i>	Racial Equity Teaching/ Leading Goal:  <i>What teacher or leadership practice do I want to develop that would ensure greater racial equity for students and families of color?</i>
<b>Improvement Cycle Stages</b>				
1. Analyzing the causes and conditions that require this goal.				
2. Engaging in learning to deepen my understanding of how to improve toward this goal.				
3. Strategizing				



and planning to implement new practices.				
4. Enacting these practices.				
5. Reflecting and assessing impact. What changed as a result of my actions? How do I know?				
<i>Goal revising and adjusting</i>	<b>Wellness Goal:</b>	<b>Relational Goal:</b>	<b>Learning Goal:</b>	<b>Teaching/ Leading Goal:</b>
Next steps/actions for person being championed:				
Supports champion will provide:				
Next check-in date:				

**POST CHECK-IN JOURNAL**

What did I learn during the check-in? What am I going to do with what I learned?