

Facilitation and Consultation Services

Kirwan Institute for the Study of Race and Ethnicity

Civil Engagement and Race and Cognition | 2020

Thank you for expressing interest in collaborating with the Kirwan Institute to help your organization promote equity and inclusion on an individual and institutional level. The following menu of offerings are designed to offer an engaging, research-based approach to community engagement, bias mitigation and empowering individuals to proactively address instances of discrimination and bias in real time. The following list is a broad description of our services. However, to make our work as effective as possible, we personally tailor each of our engagements to match the specific goals and considerations of each of our partners. The options below offer a range of selections that include: **1) Foundational Sessions, 2) In-Depth Sessions, 3) Extended Sessions and Engagement Series, and 4) Evaluation and Consultation.**

Pre-/Post Evaluation Metrics for not only participant satisfaction, but also participant learning, are frequently included as a part of our engagements. The evaluation may take the form of a pre-engagement survey, a post-engagement survey, or a combination of both. Evaluations include the opportunity to provide qualitative feedback that assists the Kirwan Institute in continually bettering our facilitation experience.

Upon request, the Kirwan Institute will create an individualized report that summarizes the results of the evaluation measures and in-session responses so that you can know how the session impacted participants.

Accessibility is a guiding principle of the work that we do at the Kirwan Institute. As such, we never want cost to be a barrier. If your organization or institution is requesting accommodations for alternative pricing arrangements, please contact student assistant Gwynedd Cowan at cowan.161s@osu.edu.

Finally, each of the options below can be selected independently, but we can also consider the possibility of making arrangements to package engagement and consultation efforts into a more comprehensive proposal.

Thank you again for your interest, and we look forward to the possibility of working with you.

Theory of Change

The Kirwan Institute's big picture theory of change with respect to racism and racialization begins with the acknowledgement that there are both structural and cognitive factors at play, and that both are important to understand. Not only are they both at play, but both are continually changing—that is, they are in relationship to one another and interventions beget interventions. If we learn to see the world differently, we can build it differently. And if we build it differently, we can see it differently.

Cognitive change comes through a personal commitment to mitigating the expression of bias. This can occur through a variety of methods such as mindfulness, learning history, listening to stories and making meaningful connections with others. Structural change is made through governance and policy change; public and private funding changes; changing or challenging routine “practices” (i.e., automatic loan underwriting); and habits of language and representation. Both the cognitive and structural domains coalesce when we build efforts to create inclusive institutional climate where all voices are heard and valued.

Thus, our community engagement work is what we do to facilitate change in both areas simultaneously. This body of work asks, “How can we come together to see differently, and to make our community better for more of us, especially those who are most vulnerable?” The race and cognition and civic engagement team at Kirwan has found that our work is the most impactful when we integrate all three of these perspectives.

Our goal goes beyond educating audiences about the biases we all possess, but to use this knowledge to start creating bias-conscious policies, practices and connections in our day-to-day lives. Our engagements speak to both the interpersonal and institutional expression of bias as a method for championing organizational change and creating the impetus for having honest and actionable conversations about race.

Foundational Sessions

1-2 staff members, 1-2 hours

Our foundational sessions serve as an introduction to the foundational components of our equity research and engagement practices. Much of this content is designed to generate knowledge, equip audience members with a common language around equity principles, and lay the groundwork for designing institutional practices to remedy bias and other inequitable outcomes. Many of the foundational sessions can be conducted either in person or via webinar. For sessions that have a free, publicly available recorded version, there are associated hyperlinks below the session description. The Kirwan Institute encourages widespread use of these electronic resources to build foundational knowledge with groups that can then engage in more in-depth conversations about the content after being equipped with shared language.

- **Why Is It So Hard to Talk About Race?**

Even as the nation grapples with perhaps unprecedented levels of public attention on systemic racism, it can be difficult to even talk about race at all—but we can't solve problems we aren't willing to name and discuss. This webinar will deconstruct some of the many challenges that both people of color and white people encounter when talking about race, including realities and fear of risks and consequences. While these challenges differ between groups, it's important to recognize the barriers each person may face in order to overcome the discomfort of talking about race so that we can continue to move forward in addressing racism together.

- **What Does It Mean to Be Anti-Racist?**

Legendary anti-racism activist and scholar Angela Davis once said, "In a racist society, it is not enough to be non-racist. We must be anti-racist." In this historic moment of the nation grappling with racism past and present, the term anti-racist is gaining popularity. Many of us also want to be actively anti-racist instead of passively non-racist but might not be sure what exactly that means or how to enact it in everyday life. This webinar will provide actionable strategies for advocates of all types to understand the principles of anti-racism and live it out in the big and small ways that each of us can in our own lives, roles and spheres of influence.

- **Trauma-Informed Care**

This session emphasizes how trauma-informed care includes acknowledging racial trauma like implicit biases and microaggressions.

- <https://vimeo.com/340044762>

- **Principles of Equitable Civic Engagement**

An interactive presentation designed to introduce the Principles and how they can be used to encourage equitable engagement in a variety of communities and

settings. The presentation will include interactive scenarios and other activities designed to help attendees understand the underlying factors behind inequitable engagement structures and the factors involved in initiating transformative changes in those structures.

- **Foundational Implicit Bias Foundational**

An interactive introductory session on the subject of implicit bias. The session includes information on how our minds operate, the real-world implications of implicit bias, and ways to guard against bias. Recognizing that implicit bias can be a challenging topic, we begin by establishing an understanding with our audience that we're there to have a conversation about how our minds work, not about who is a "good" or "bad" person. This session is non-threatening for those new to conversations pertaining to race and identity. This approach to implicit bias is inherent in all components of our trainings.

- <http://kirwaninstitute.osu.edu/new-implicit-bias-presentations/>
- <http://kirwaninstitute.osu.edu/implicit-bias-training/>
- <https://kirwaninstitute.osu.edu/implicit-bias-101>

- **Implicit Association Test Debrief**

An interactive discussion and reflection-based session that assists audience members with understanding Implicit Association Test (IAT) results. Facilitators will provide research to normalize common reactions to IAT results. Audience members will be provided with strategies to assess personal commitments to individual bias mitigation as well as strategies to mitigate bias. This session is ideal for organizations interested in providing their employees with a transformative experience that's dedicated creating a workplace culture that is conscious of bias, brave and inclusive.

- **Creating a Bias-Conscious Culture: Moving Beyond Diversity and Inclusion**

This session is ideal for executives committed to Diversity and Inclusion and Equity and Justice. This session highlights implicit bias research focused on hiring, diversity and inclusion, gender equity, and conflict resolution. Audience members will be encouraged to think beyond diversity and inclusion and commit to equity and justice. These commitments and strategies provided throughout the session will provide audience members with bias-conscious strategies to create a work culture that's equitable, inclusive, productive and welcoming to diverse talent.

- **"Did They Really Just Say That?!" Being an Active Bystander**

Have you ever been in a conversation when someone said something biased that made you uncomfortable, but you weren't sure how to respond? Most of us struggle to address these all too common situations. Even though we want to do what's right and speak up for equality, we don't always know how to take action in that awkward moment—especially if we're not sure whether the person making the comment actually meant to cause harm. This session will illustrate the



importance of committing to being an active bystander in moments when bias emerges through microaggressions, as well as provide participants with actionable skills to do so.

- <http://kirwaninstitute.osu.edu/active-bystander-training/>
- <https://vimeo.com/326658183> (Password: LMUITS)

- **Barriers to Objectivity: Bias, Big Data and Structural Inequity**

Seemingly race-neutral policies, practices and decision-making tools can still lead to disparate outcomes. This presentation includes information from Kirwan's entire portfolio of work—from implicit bias to opportunity mapping—to illustrate the limitations to equity within our pursuit of equitable decision-making. The presentation will include an emphasis on big data and other decision-making practices and tools (such as predictive analytics) to explain disparate outcomes in the public sector.

- **The Making of Metropolitan Opportunity**

This talk walks people through the policies of division that have created our current opportunity landscape. The speakers delve into a brief exploration of the changing geography of opportunity, its drivers and what it means for public policy.

- **Diversity and Inclusion in Public and Nonprofit Leadership**

Framed specifically for people studying and/or working in the fields of public administration, public policy, and nonprofit organizations, this session provides an overview of how diversity and inclusion aren't only elements of work but actually fundamental to quality public service. Topics include defining terminology around equity; why it matters and how to explain that to colleagues; and inclusivity in practice in the field.

- **Ally Is a Verb: Practical Tips for LGBTQ+ Inclusivity**

So you want to be an ally to LGBTQ+ people but aren't sure where to start? This session serves as a basic introduction to topics such as pronouns; gender-inclusive language; letters, identities and communities; facilities and policies; and everyday practical tips for supporting LGBTQ+ people in an ongoing way.

- **Creating and Sustaining a Trans-Inclusive Classroom**

An ever-increasing portion of current and aspiring college students identify as transgender. Despite this increase, trans students continue to face both institutional and individual barriers within higher education. For example, 35% of transgender students attending graduate school, professional school or technical school reported experiencing negative treatment—such as bullying and harassment—by students, teachers and staff. Yet, instructors who value inclusivity can choose to create affirming classroom environments for these students and all students. This workshop will therefore equip and empower instructors to enact trans-affirming classrooms through shared language,



experiential exercises and practical strategies for the classroom. While the examples will focus largely on higher education classrooms, these strategies can also be adapted to sustain and create trans-affirming spaces outside of academia.

- https://osu.zoom.us/rec/share/ycd6F4_5-khLQoHw6UCHRpIYOoLYT6a8hHqw-vQLn2CR0KW-IVH3vi8HKidYs80?startTime=1579190007000

- **Pronouns: What They Are and Why They Matter**

Have you noticed an increasing frequency in people sharing their pronouns in introductions and/or email signatures but aren't quite sure what it means or why people are doing it? This session explores the origin of this practice of sharing pronouns along with your name and the reasoning behind it—for both people who are transgender and for people who aren't but want to be active allies. This session also provides an overview of related topics such as demystifying gender neutral pronouns (ex: they/them); how to incorporate pronoun-sharing into both in-person and virtual platforms; gender-inclusive language beyond pronouns; additional considerations for gender inclusivity; and additional resources.

- <https://www.youtube.com/watch?v=oVMKApFDDOo&t=873s>



In-Depth Sessions

2+ staff members, 3 - 6 hours

For organizations seeking a more in-depth and discussion-based training, the Kirwan Institute offers workshop formats designed to maximize audience participation. Encompassing elements of the introduction shared in the presentation format, our workshops challenge participants to think critically about the ways in which implicit bias may be operating in their day-to-day lives. As a largely participant-driven experience, workshop facilitators guide participants through the process of self-identifying where bias may be operating and how its operation might be impacting their work, as well as strategies to mitigate its effects.

- **Foundational Sessions**

Each of the foundational sessions listed in the above section can also be formatted as In-Depth Sessions.

- **Community Story Listening**

Listening and storytelling are vital for building an inclusive environment for community life. Story-listening sessions can provide an organization a wealth of information to assist in developing a more equitable organizational engagement strategy. The Kirwan Institute will work with local partners to identify existing community engagement activities and invite community members to share their experiences and ideas for more equitable engagement, often aided by staff members from the contracting organization. By inviting community members to share openly and honestly about their experience, the community story-listening sessions can also help organizations build community trust.

- **I.N.C.A.S.E. of Bias Emergence Framework (Increase Knowledge of Bias and the Effects of Bias; Narrative Management; Cultural Humility; Active Bystander; Safe Spaces; and Empowerment)**

A strategies-based session focused on increasing knowledge of implicit bias, narrative guidance as a bias mitigation strategy, cultural humility, being an active bystander, creating safe spaces for courageous conversations, and empowerment. This session is discussion-and-activity-based and is ideal for audience members looking for tangible ways to mitigate bias at both the interpersonal and institutional level.

- <http://kirwaninstitute.osu.edu/new-implicit-bias-presentations/>

- **Implicit Bias**

Building off of the foundational knowledge represented in the implicit bias sessions, the workshop format allows for the optimal participant experience to begin the process of actively intervening against bias. Given the workshop's emphasis on tackling the institutional manifestations of implicit bias, they are most impactful if participants engage in similar work (e.g., health care



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professionals from various hospital systems, education administrators from various schools, etc.) and have some level of institutional authority to influence or implement solutions and strategies.



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Extended Sessions and Engagement Series

2+ staff members, minimum 5 hours

The extended sessions and series of engagements are designed to tackle complex equity problems by offering a venue for reflection, engagement with stakeholders and strategic planning. In our extended sessions, our facilitators' main goal is collect information from relevant parties in a way that's in alignment with our equitable principles and our bias-conscious practices. The information generated should directly inform action steps and may help in developing metrics for future programs, interventions or plans.

- **Reflective Workshop: Principles of Equitable Civic Engagement**

Kirwan staff members facilitate a half-day retreat/session aimed at helping organizational staff members dive deeply into the challenges and realities related to building an equitable civic engagement environment. Building on techniques from The Art of Hosting, World Cafes and other trauma-informed techniques, Kirwan creates an environment where participants can experience 'vulnerability without risk' while engaging in activities and conversations designed to help them reflect on previous engagements and develop guidelines for future engagements in accordance with the Principles of Equitable Engagement. This time and space will allow organization members to investigate the motivations, structure and measurements of their engagement efforts. This effort culminates in a series of guidelines related to the principles that can be used to create a strategic plan for community engagement.

- **Planning Workshop: Strategic Engagement**

This product builds upon the Reflective Workshop. The Kirwan Institute works with organizational partners to create actionable strategies, policies and engagement activities that help create an environment of inclusive and equitable engagement. Using the Principles for Equitable and Inclusive Civic Engagement, Kirwan staff members will facilitate a co-learning workshop that involves elements of practices based in best practices related to organizational change, city and regional planning, and community engagement theories. The workshop concludes in a strategic plan document for engagement that the organization can use to direct further engagement activities.

Evaluation & Consultation

1 - 5 staff members, minimum 30 hours

Our evaluation and consultation services can serve as the first step in understanding the scope of an organizational environment or engagement practice. Conversely, we can do evaluation at the tail end of our services to provide indicators of efficacy and ways to benchmark moving forward. Our role in consultations is flexible to meet your individual needs. However, two common approaches for the Kirwan Institute are listed below.

- **Assessment of Organizational Engagement**

Kirwan will conduct a review of an organization's existing community-related programs. Kirwan will analyze relevant documents, and conduct interviews with key staff and community stakeholders. An understanding of the procedures, norms and measurements inherent in each program and a greater understanding of how these programs work together to create an environment that promotes currently understood principles of equitable and inclusive engagement. This process results in a "roadmap" to equitable engagement comprised of a number of recommendations for future community engagement.

- **Neighborhood Engagement Infrastructure Inventory**

Kirwan Institute will aid public-facing organizations in identifying community strengths, weaknesses, opportunities and threats in terms of engagement infrastructure. The Kirwan Institute will bring its expertise in identifying existing formal and informal engagement structures. As part of the foundation of the new equitable and inclusive civic engagement strategy, the needs assessments will also concurrently inform listening or storytelling sessions. This process results in a robust engagement inventory document that details where and how community members engage in community activities.