Equity Maturity Model (EqMM) Overview

Focus	Dimensions and High-Level Descriptions
UNIFIED STRATEGY	**Aligned Investments:** Organizational priorities consider root causes and direct consequences of systemic inequity
	Reinforcing Programs: Opportunities for staff learning and connection on equity issues occur regularly
EQUITABLE PROCUREMENT	**Fair Consideration:** The impact of historical inequity is a factor when choosing contractors and service professionals
	Informed Selection: Equity-related criteria are embedded throughout the sourcing process
DELIBERATE PARTNERSHIP	**Active Advocate:** Convening power is used to engage others on equity issues and invite input
	Engaged Collaborator: Cooperative efforts occur with funders and other partners whose objectives are aligned
EXPLICIT COMMITMENT	**Shared Language:** Equity terminology and message are clearly defined and broadly communicated *Detail shown on reverse side*
	Evaluative Discipline: A standard equity data collection process exists, along with routine inspection for insights
VISIBLE ACCOUNTABILITY	**Transparent Orientation:** Beliefs and priorities regarding the resolution of inequity are publicly shared
	Dedicated Oversight: A governing body monitors performance and provides routine status/progress updates
INCLUSIVE CULTURE	**Open Mindset:** Increasing diversity is an explicit goal and differences are celebrated
	Courageous Leadership: Principles of equity are demonstrated top-down and influence performance appraisals

Explicit Commitment: Shared Language

Equity terminology and message are clearly defined and broadly communicated

Level 1: Enlightened

Words matter. Their meanings are dynamic, shaped by the context in which they are received and by the personal narrative each person generates for him or herself. Because language shapes thought and terms are not absolute, the team recognizes the need to gain precision and a shared definition of key words and concepts. Numbers and data also matter. The team recognizes numbers as another symbolic language from which to extract meaning.

Level 2: Embraced

The team begins to inventory key words, concepts and short-handed phrases it uses regularly. Members agree on what this language means after wrestling together with diverse perspectives and interpretations. A shared vocabulary about fundamental equity concepts is developed. It is documented so that it can serve as an ongoing resource and point of reference for continued refinement and expansion. The team deepens its exploration of the ways that data can clarify thinking and communication.

Level 3: Engaged

The vocabulary begins to build and the language becomes more nuanced to reflect the complexity of the work. Team members have a heightened awareness of, and sensitivity to, "micro-agressions" embedded in language. They seek to understand multiple perspectives and explore external perceptions through candid dialog with grantees and the populations they serve. The team continues to sharpen its use of language and data.

Level 4: Integrated

Team members appreciate that there are many ways of knowing. They speak both the language of experts and that of everyday people. Team members use words and phrases that bridge between these different contexts in a more complete and accessible manner. They push for clarity and precision rather than lapse into jargon that may mask important differences and inhibit understanding. Numbers and data are regularly used to add essential information and communicate results. The team fully incorporates both the language of words and that of data, respecting the validity and utility of each.

Level 5: Institutionalized

The belief that inequity exists and is a barrier to success for many is widely-held. Everyday conversations address issues of equity. The dialog rests on a common language that enables clarity, coordination and trust. Language evolves to reflect the growing understanding of a complex system, but it also allows space for imagination and emergence.