

# ARC Equitable Decision Making Tool 2.0<sup>1</sup>

## **A.R.C. INCLUDE**– **A**dvance. **R**evisit. **C**ommunicate. **I**nclude.

### HOW DO THESE DECISIONS **ADVANCE** EQUITY?

- What can we do if they don't? If “nothing” wasn't an option?

### WHEN WILL WE **REVISIT** or **REASSESS** OUR DECISION? HOW WILL WE **RESTORE** TRUST?<sup>2</sup>

### WHAT IS OUR **COMMUNICATION** PLAN?

- How will we **clearly** discuss the equity considerations and planned restorative measures?

### WHO DO WE NEED TO **INCLUDE**?

- Which constituencies do we need to connect with to get more information or buy-in?

<u>Pros</u> Arguments supporting the decision in light of equity impact	<u>Cons</u> Arguments against the decision in light of equity impact

<sup>1</sup> This document is considered a living document. All input and feedback is welcome. Contact Nick Daily, [dailyn@arc.losrios.edu](mailto:dailyn@arc.losrios.edu)

<sup>2</sup> Consider repairing trust for those who leave as a result of the decision(s) made, those who remain, as well as those who we seek to recruit.

## FAQS:

- **How do I make equitable decisions while navigating collective bargaining units?**
  - Bring them to the table! As stated above, if there are key stakeholders needed to be at the decision-making table, bring them in early, and make the case for equity.
- **How does equitable decision-making with budgets differ based on funding streams (e.g. categorical funds vs operational funds)?**
  - The short answer is: it doesn't. Even when looking at various budget streams, there are questions of equity that can be applied. *Does the decision affect employees in disproportionately impacted communities more? Does the decision exacerbate already present divisions of labor? Are there ways that we can mitigate or eliminate those effects and impacts?*
- **I don't have the time to do this, what's the answer? What do I need to do?**
  - This question is an understandable one, particularly during times of high stress and instability. Unfortunately, equitable processes and practices take time and attention in order to manifest. We must be diligent about equity which means we have to be willing to do the work to put it into practice every day.
- **If you really valued equity, why did you make a decision that has these inequitable outcomes?**
  - It is important to remember and understand that inequities exist beyond the scope of what ARC controls. This means that some decisions, some budget realities, some contract decisions *will have* disproportionate impacts *even as* we take action to eliminate or mitigate those outcomes.
- **This document is going to be weaponized to argue against any decision that has disproportionate impacts. How do we avoid that?**
  - It should be said first that language and rhetoric is frequently used to argue for decisions that increase inequities for centuries (e.g. Race was "weaponized" to provide education to some and prevent others from accessing it). The idea that encouraging reflection (and action) about disproportionate impacts is "weaponizing" equity should be reframed to reflect this reality. We should approach decision-making and the following responses through the lens of "Critique with Care and Critique is Care". Those who offer critiques should do so in a way that is acknowledging of the difficult decision making processes that occurred and, those who are receiving the feedback should take that as a form of community care and ensuring we are meeting our stated mission, vision, and values. We must contend with the question(s) raised by those who don't care for the decisions. We must ensure that we have used the above tool to consider the benefits and burdens *before* the decision is made and we must identify a plan for when these decisions will be revisited to address the burdens *after* the decision is made. Addressing these two portions in the communication of the decision can increase trust, build/sustain relationships, and show that the decision makers are aware of the impacts and interested in eliminating or mitigating them as soon as possible.

## Additional Resources:

- [ARC Institutional Equity Plan \(example Equity Lens application on p. 11\)](#)
- [San Antonio Budget Equity Tool](#)
- [Seattle Race and Social Justice Initiative - Racial Equity Tool](#)