

Toolkit

Capacity Building for Shared Equity Leadership:

Approaches and Considerations for the Work



This Toolkit accompanies the report “[Capacity Building for Shared Equity Leadership: Approaches and Considerations for the Work.](#)” It contains a five-step action planning guide to help leaders create a plan to build capacity for Shared Equity Leadership on their campus. Activities in this Toolkit help leaders reflect on their current capacity, and brainstorm potential capacity-building opportunities; inventory current capacity-building opportunities; consider where they might find resources to help them build capacity; plan for the evaluation of their capacity-building activities; and create a timeline for the capacity-building plan.

Developing Your Capacity-Building Action Plan

When thinking about how to build capacity for shared equity leadership (SEL), leaders should consider developing a comprehensive action plan that explicitly builds capacity for both equity work and shared leadership, and creates opportunities to build capacity at the personal, collective, and organizational levels. The following guidelines will help you and your team create a holistic, comprehensive plan rather than a series of piecemeal opportunities.

1. Begin with a reflection on existing capacity and capacity-building opportunities on your campus. You can also review our other [SEL tools and resources](#) for reflection and ideas. These may be especially helpful at the personal and collective levels and will build skills and capacity for both equity work and shared leadership.
2. Inventory the capacity-building opportunities that already exist on your campus. Make sure you are examining opportunities at the personal, collective, and organizational levels and reflecting on whether current opportunities build capacity for equity, shared leadership, or both. Identify where gaps exist.
3. Reflect on who can provide capacity building in areas where gaps exist — internal campus stakeholders, external groups, or both? [See Appendix B: SEL Capacity-Building Resource Library](#) for ideas on external opportunities and resources.
4. Develop an evaluation plan. Ensure that your strategies are aligned with your intended goals and outcomes.
5. Create a capacity-building timeline and prioritize your actions.

Action Planning Step One: Reflection and Brainstorming

Directions: Please use these reflection and brainstorming questions to get started on this work. You can also see our other [SEL tools and resources](#) for more ideas. This reflection can be completed individually or with a group, but we recommend that you at least share your answers with other colleagues even if completing the reflection individually.

Personal Capacity Building

- What type of personal capacity-building opportunities (e.g., professional development trainings, workshops, coaching, mentoring, storytelling) does your institution offer? Which have you engaged with?
- Choose one of the types of personal capacity-building methods you have participated in. What was especially impactful for you about this activity? (Consider modality, topics, speakers, length, repetition, and tools/resources.)
- What challenges or barriers do you anticipate when planning for personal capacity-building activities on your campus?

Collective Capacity Building

- What type of collective capacity-building opportunities (e.g., professional learning communities or communities of practice, affinity groups, healing circles, storytelling) does your institution offer? Which have you engaged with?
- Choose one of the types of collective capacity-building methods you have participated in. What was especially impactful for you about this activity? Why was it impactful and important?
- What challenges or barriers do you anticipate when planning collective capacity-building activities on your campus?

Organizational Capacity Building

- What organizational capacities already exist on your campus (e.g., cross-cutting structures, rewards and incentives that reflect equity and/or shared leadership work)?
- What commitments, if any, exist around hiring a diverse group of leaders? You can look at the language that appears in mission/vision statements, strategic plans, etc., and compare it with demographic hiring data to begin these reflections.
- What organizational capacity-building opportunities do neighbor or peer institutions have? Could you adopt or adapt strategies from these other organizations?
- What challenges or barriers do you anticipate while strengthening organizational capacity on your campus?

Action Planning Step Two: Inventory of Existing Opportunities

Directions: Now that you've reflected on existing capacity and capacity-building opportunities, let's make it more specific and actionable. Work with a group of leaders to inventory where these strategies may already exist on your campus. Are they currently being used to build capacity for equity, shared leadership, or both? If there are other capacity-building strategies we did not list here, please fill them in the blank spaces at the appropriate level (e.g., personal, collective, or organizational).

Level	Strategies	Examples on Campus (Be sure to name the program, the division/unit, and the participants.)	Purpose (equity, shared leadership, or both)
Personal	Professional development training and workshops		
	Coaching, mentoring, and peer feedback		
	Storytelling		
Collective	Professional learning communities or communities of practice		
	Affinity groups		
	Healing circles		
Organizational	Cross-cutting groups and structures		
	Hiring, onboarding, and promoting diverse leaders		
	Incentivizing and rewarding the work		

Step Two Reflection Questions

1. Where is our capacity building currently the strongest? Look at both level (personal, collective, organizational) and purpose (equity, shared leadership).
2. Where are there gaps in our existing capacity-building opportunities?
3. Have we identified any small programs that could be expanded?
4. Do we have evidence about efficacy or outcomes for any of these opportunities? How can we think about tracking effectiveness of capacity-building strategies as we move forward with our plan?

Action Planning Step Four: Evaluation Planning

Directions: It is important to think about how to evaluate the success of your capacity-building efforts in order to determine which activities to continue, scale up, or wind down. In this activity, work with your team to brainstorm what outcome you hope to accomplish with each strategy and what metrics you will use to define success.

Level	Strategies	Purpose (equity, shared leadership, or both)	What Goal or Outcome Do We Hope to Achieve with This Strategy?	Metrics for Success
Personal				
Collective				
Organizational				

Action Planning Step Five: Timeline and Prioritization

Directions: First, make a list of all the capacity-building activities you would like to implement. Second, identify a timeline or time frame for implementing these activities. It could be a longer-term, comprehensive timeline such as a three- or five-year plan, or you could start with what you hope to accomplish this semester or this year (we recommend doing both!). Next, go through your list of activities and rank them in order of importance or urgency — you can do this individually and then compare with other members of your team to reach a final decision. Finally, create a calendar that aligns with your designated timeline and mapping your newly prioritized list of activities onto that calendar. We have included an example and a blank table that you can use to guide your work.

EXAMPLE: Capacity-Building Prioritization and Timeline for College of Arts and Sciences at Palms University

For this academic year, the College of Arts and Sciences at Palms University has prioritized four capacity-building strategies (starred in the following list). They will use the included table to map out their activities and goals for each strategy over the course of this year.

PERSONAL CAPACITY BUILDING

- Workshops on structural racism*
- Workshops on shared leadership*
- Equity leadership mentoring program

COLLECTIVE CAPACITY BUILDING

- SEL community of practice*
- Healing circles

ORGANIZATIONAL CAPACITY BUILDING

- New college-wide SEL council*
- Changes to performance evaluations to include equity work and shared leadership efforts

Month	Capacity-Building Strategy	Action/Goal
August		
September		
October		
November		
December		
January		
February		
March		
April		
May		
June		
July		