



## **MORRISON EQUITY ADVISORY COUNCIL CHARTER AND OPERATING BY-LAWS**

*JANUARY 2018; REVISED OCTOBER 2018; REVISED DECEMBER 2019; REVISED AUGUST 2021; REVISED APRIL 2022(PROPOSED)*

### **1.0 PURPOSE AND SCOPE OF THE EQUITY ADVISORY COUNCIL**

**1.1 Purpose.** Morrison Child and Family Services' (or "Morrison") Chief Executive Officer (or "CEO") hereby charters the Equity Advisory Council (or "EAC") to hold Morrison accountable for achieving the objectives of Morrison's policy on equity (the "Equity Policy,") as endorsed by the Board and CEO.

**1.2 Scope.** To achieve its purpose, the EAC will:

- Identify institutional racism and cultural barriers that prohibit equitable access to Morrison services.
- Make recommendations to dismantle institutional racism and to improve diversity and cultural competency.
- Support and assist training, as necessary, to promote progress toward achieving Equity Policy objectives.
- Initiate and champion courageous conversations that increase employee awareness and sensitivity to issues of race, privilege, and inequity.
- Facilitate the involvement of the Morrison Executive Leadership Team (ELT) in EAC initiatives. Invite a dialogue with Morrison's Operating Board of Directors for key initiatives and training.
- Monitor and assess Morrison's progress in meeting the goals of the Equity Policy.

To accomplish these strategies the EAC will:

- Develop an annual Action Plan as the framework for the EAC's strategic development. The Action Plan will consist of Strategic Directions. EAC members will staff Strategic Direction Committees or Workgroups.

**"Equity," defined.** As used in this Charter, and defined in *The Portland Plan* (April 2012), "equity" is when everyone has access to the opportunities necessary to satisfy their essential needs, advance their well-being, and achieve their full potential.

## 2.0 EQUITY ADVISORY COUNCIL MEMBERSHIP

Members of the EAC will initially be appointed by the CEO upon review of letters of interest by existing members (see 2.2 Composition). **The CEO will also appoint to the Council the Chief of Staff (COS) or another designated Officer.** Going forward, the recruitment and selection of EAC members shall follow the recruitment and selection process detailed below.

**2.1 Size.** The Council will consist of up to approximately 15 – 20 Morrison employees and may also include one external representative and one Morrison board member.

**2.2 Composition.** The Council will strive to compose itself with members that include a wide range of organizational roles, skills, and points of view. Representation will be sought from a broad enough spectrum to best reflect each department/program within the organization. The EAC will also aim to have representatives that play a role in agency-wide strategic planning processes. Council membership is comprised of two categories: primary and **interning**. The **intern** category allows for consistency and quality of representation across Morrison programs and departments; and opportunities for expanding experience and learning in systemic, institutional racism and organizational equity. In order to demonstrate a commitment to expanding experience and learning in systemic, institutional racism and organizational equity, **interning** members are expected to:

- Complete 2 Department of Equity, Inclusion & Sanctuary sponsored learning experiences.
- Support 1 special project or designated committee assignment, which could include but not be limited to EAC action planning, E & I and performance management, support tasks for EAC grant funding opportunities, etc.
- Fulfill a 2-year commitment with the EAC maintaining acceptable attendance.

**Interning** members are entitled to all of the rights and privileges of primary members, with the exception of voting. **Interning** members who have an expressed interest in achieving primary member status are eligible for that transition upon satisfactorily meeting the **interning** member expectations. In the event of a primary member vacancy, **interning** members will be given priority consideration for fulfilling said vacancy. The number of **intern** memberships will be designated by consensus at the discretion of primary members.

The Strategic Direction Committees/Workgroups (see 1.2 Scope) may recruit 1 – 2 non-EAC Morrison staff to support the strategic direction work. The EAC membership reserves the right to approve the participation of non-EAC Morrison staff.

**Preferred Qualifications.** The following qualifications are preferred for all EAC members:

- Employed by Morrison Child & Family Services for a minimum of six months.
- Commitment to instill the Sanctuary Model Seven Commitments, our Morrison 8<sup>th</sup> commitment for Equity, and utilizing the Sanctuary tools in all aspects of EAC work.
- A basic understanding of the existence and impact of racism and other oppressions that perpetuate societal inequities.
- Commitment to self-reflection and challenging one's perceptions and biases.
- Ability to articulate the value and benefit of eliminating bias, discrimination, and institutional racism.
- Ability to stay engaged in difficult conversations on bias, racism, and privilege.

- Willingness and ability to foster discussions on equity in their own department/program and at various levels of the organization; and
- Willingness to be courageous, take risks, ask questions, and speak truth to power.

**Recruitment.** When a vacancy exists on the EAC, the EAC will recruit new members using the composition and qualifications criteria described above. Recruitment activities may include an agency-wide solicitation (see EAC Member Application) for new members or targeted recruitment of individuals. When seeking to fill a vacancy, EAC members may nominate individuals and the EAC may accept written expressions of interest from Morrison staff. Once all nominations are received, the EAC will review and consider all nominations (with the agreement of the nominee's supervisor) and select a new member to recommend to the CEO using the decision-making process described in Section 4.0. The CEO will formally appoint members to the EAC based only on recommendations received from the EAC.

When an individual is selected to serve on the EAC, the CEO will notify the individual and his/her/their supervisor/manager at the same time to ensure that the supervisor/manager can still approve the required allocation from the individual's workplan. Managers are strongly encouraged to work with new EAC members to adjust an individual's workplan to allow for participation on the EAC. In the case of EAC members with direct client care duties and responsibilities, the CEO will commit to collaborative efforts and resources designed to achieve reasonable, maximum participation on behalf of said members. (One example of such an effort would be an incentive strategy for managers/supervisors/directors who have demonstrated success in supporting staff participation.)

**2.5 Time Commitment.** All members must commit to *a minimum* of four percent (4%) of their work-hours per month to carry out the work of the EAC. This time commitment includes but is not limited to: strategic plan development and implementation, reviewing meeting notes and handouts, attending trainings, and additional meetings related to EAC business as needed. In addition, Equity Advisory Council members may present at Board Meetings and participate in briefings with the Executive Leadership Team, CEO and with community stakeholders, to discuss Equity Advisory Council initiatives.

**2.6 Meeting Attendance.** EAC members are expected to attend all monthly meetings. Members who are unable to attend a meeting should contact the EAC meeting facilitator and copy the EAC project manager (see Section 2.7 Staffing) in advance. If a member misses three meetings in a twelve-month period, the EAC will evaluate the circumstances and decide whether that member should continue to serve on the EAC.

All necessary and reasonable efforts will be made to support meeting attendance through teleconferencing and video conferencing (Teams, Zoom, etc.); particularly for members whose primary job duties and responsibilities involve direct client care.

**2.7 Staffing.** The EAC will be chaired by the CEO. At the beginning of each calendar year, the EAC will elect a Vice Chair to serve for that year. The Vice Chair will serve as the chair of the Council in the absence of the CEO or when a motion involving the CEO is being discussed. The VP of Equity, Inclusion, and Sanctuary will act as project manager for the EAC.

**2.8 Term Lengths.** EAC members are expected to serve a term of at least three years. EAC members in good standing (able to serve within their Morrison staff position) will have the option to renew their membership annually. Every two years, the EAC will review its membership to determine if its composition can effectively carry out the work of the EAC and if all members can maintain the

required time commitment. If new members are required, the EAC will follow the recruitment options described above. Equity Advisory Council membership may be rescinded at any time by a decision of the EAC for reasons including, but not limited to, poor attendance, unhelpful, disruptive behavior, or lack of work product.

### **3.0 GROUND RULES AND TEAM MEETINGS**

It is important to note that the commitment to dismantling institutional racism and cultural barriers and championing equitable outcomes must be demonstrated by the highest representation of agency power. A demonstration of this commitment cannot be limited to policy and procedure mandates. Active participation on the part of the agency's chief executive communicates the priority and authenticity of said commitment. As the Equity Council chair, the CEO utilizes authority and power to move the agency toward an antiracist culture as a full collaborator. Team participation, particularly meetings, drives favorable insights and decisions while supporting accountability and all member authority. To stimulate a community of shared power and all member input, team meeting roles will be assigned each month (see 3.2 Team Meetings). As a demonstration of a balance of power, the CEO will abstain from the role of meeting facilitator.

**3.1 Team Life Agreement.** Members are expected to abide by these values when participating in EAC team meetings and activities:

- Foster and commit to both active and reflective listening skills.
- Create a safe, open, nurturing, and respectful environment.
- Step up and speak your truth.
- Step back and ensure all voices are heard.
- Be courageous and take risks.
- Assume the best of intentions.
- Honor confidentiality and trust.
- Work collaboratively to bring out the best ideas from the group; and
- Challenge ourselves in our learning and understanding.

**3.2 Team Meetings.** EAC members will each participate, on a monthly rotating basis, in the following roles which will be assigned prior to the close of the meeting:

- Facilitator:** The *Facilitator* is responsible for preparing the meeting agenda, confirming meeting logistics and conducting the meeting. The Facilitator will coordinate with the Note Taker to prepare and distribute meeting minutes in a timely manner, as well as saving the notes in the EAC folder on Morrison's Shared Drive
- Note Taker:** The *Note Taker* will record the meeting minutes, submit them to the scheduled Facilitator for the next meeting, and distribute the minutes to the team in a timely manner.
- Timekeeper:** The role of the *Time Keeper* is to manage the flow of the meeting with the objective of allotting sufficient time and attention to key agenda items.
- Observer:** The *Observer's* responsibility is to note and report out (after the meeting) how team members are engaging with each other and actively supporting the meeting. The

observations are guided by the Team Life Agreement (values) and the Sanctuary Commitments.

- **Nurturer:** The role of the *Nurturer* is to support a stimulating and comforting environment. The most practical and customary way of accomplishing this is by providing refreshments/snacks. (The Equity, Inclusion, and Sanctuary Director can support this effort monetarily.

#### **4.0 DECISION-MAKING**

The EAC represents a diversity of expertise, skill sets, and viewpoints. As such, EAC members are expected to listen, analyze, and contribute in ways that further the EAC's goals. EAC recommendations and decisions should represent a broad base of collective wisdom that will best serve Morrison.

**4.1 Consensus.** When making decisions, the EAC will strive to reach consensus, a decision-making method where the group reaches substantial, though not necessarily unanimous, agreement on matters of overall direction and policy.

**4.2 Supermajority.** If consensus on a decision cannot be reached, the decision will be made by a supermajority (two-thirds) vote of members in an EAC meeting. In these cases, the EAC will offer the opportunity to include minority reports in meeting summaries.

**Quorum.** A quorum is required to conduct business and make official decisions (e.g., voting on new members, approving a strategic plan). A quorum is defined as 50% of the total EAC membership, plus one, rounded up. For instance, if the EAC has twelve members, a quorum is seven members. Once a quorum is reached, a quorum is maintained for the remainder of the meeting, even if a member leaves during the meeting.

**4.4 Changing this Charter.** Changes to Section 1.0 and 4.0 may be made with approval by Morrison's and CEO. Changes to Section 2.0 and 3.0 may be made through a majority vote of the EAC's members.

#### **5.0 ADOPTION OF THIS CHARTER**

This Charter was last adopted in October 2018.