Request for Proposals

Diversity, Equity, and Inclusion Consultant

The Haas Center for Public Service at Stanford University is seeking a Diversity, Equity, and Inclusion consultant to lead the staff team in a two-year process to address issues of diversity, equity, and inclusion at the center. This request for proposals outlines the scope of work for a consultant and provides background about the Haas Center for Public Service and our prior work with diversity, equity, and inclusion.

Description of Project Goals

We are looking to hire a Diversity, Equity, and Inclusion consultant to work with us over two years toward the following goals:

- Increased individual understanding for Haas Center staff of what diversity, inclusion, and equity mean and how each plays a role in their lives, both professionally and personally and development of skills and strategies for staff to employ.
- Identification of areas of growth and change at the organizational level around practices, policies, and processes to become more diverse, inclusive, and equitable as a workplace.

An overall desired outcome of this work is for the Haas Center to move toward an inclusive, “WE” identity where shared values and commitments are clear and articulated. We hope to continue strengthening the spirit of collegiality that exists throughout the Haas Center and to continue building a culture of trust and connection through this work. Additionally, we hope the work we do with a Diversity, Equity, and Inclusion consultant builds our capacity to work with students and campus and community partners.

Consultant Role and Qualifications

We look to a consultant to work with and provide guidance to the Diversity and Inclusion subcommittee and the Leadership Team to meet the aforementioned project goals and to provide training for Center staff.

We are looking for applicants who demonstrate the following:

- At least 5 years’ experience in the field of inclusiveness and diversity training.
- Experience working with higher education institutions, civic engagement and public service, and/or with Student Affairs professionals;
- Thorough understanding of issues of diversity, inclusion, and equity, including deep awareness and analysis of systems of oppression, power, and privilege and use of research-based strategies to transform work environments;
- Proven knowledge of, and successful implementation of, diversity, inclusion, and equity work with diverse groups, teams, and/or organizations;
- Strong communication skills, particularly in working with diverse populations
- Commitment to social change work;
- Located in the Bay Area - travel expenses should be included in proposed budget.

Proposal Content

Interested parties should submit the following:

- A proposal with a clear consulting plan spanning two years. The proposal should contain the following:
  - Contact information;
  - Project description/approach;
  - Personnel information, including resumes of all relevant team members;
A list of past clients along with contact information for any that can be contacted as a reference;
- Budget outline based on an anticipated average 12-15 hour per month commitment over two years.
- Please address the following questions in your proposal. Do not be limited by these questions but make sure to address them in your overall proposal.
  - Please describe your approach to diversity, equity and inclusion training and include the following:
    - Guiding principles, frameworks, values, and research that guide your work.
    - Sample workshop description and short outline that reflects your pedagogy.
    - Your approach to working with an organization made up of individuals at varying levels of understanding and/or perspectives.
  - Please describe your approach to identifying areas of growth and change around practices, policies, and processes at the organizational level.
  - How will you connect and incorporate the Haas Center’s work with public service and civic engagement (e.g., the Principles of Ethical and Effective Service and the Pathways of Public Service and Civic Engagement, referenced in the Addendum).
  - Please include a proposed timeline of how frequently you would meet with Haas Center staff, in various groupings. Please include timing on both staff training and organizational level work. Staff would be able to commit 2.5 hours per month or a half day each quarter (keeping in mind Stanford University operates on the quarter system) for engagement in formal training/ conversations.

**Timeline and Terms of Hire**

**Proposals are due by 4pm on Friday, January 12, 2018,** emailed to Elon Hailu, Executive Office Coordinator at efhailu@stanford.edu. Electronic submissions in the form of PDFs are preferred. Please note that the Haas Center and Stanford University are closed from December 25, 2017 through January 5, 2018, so please do not expect a response if submitting during that time period.

Review of proposals will begin Monday, January 15, 2018. Proposals will be reviewed and qualified applicants will be invited to be interviewed by members of the Diversity and Inclusion subcommittee in the month of January 2018.

The Diversity, Equity, and Inclusion consultant’s work will begin in February 2018 with the negotiation of a one-year contract. The second year of work will be contingent on review and evaluation of work completed and a contract renewal between the Haas Center and the consultant.

**Contact Information**

Any questions regarding this Request for Proposals should be directed to Sophia Kim, co-chair of the Diversity and Inclusion subcommittee at sophiak2@stanford.edu (not responding to emails between December 22, 2017 through January 7, 2018).
Haas Center Mission and Background
Founded in 1985, the Haas Center for Public Service inspires Stanford University to realize a just and sustainable world through service, scholarship, and community partnerships.

The Haas Center currently has 43 staff members, and Haas Center programming and events reach around 6,000 students a year. Additionally, student staff are hired annually to contribute to our work throughout the year.

The following are regularly scheduled meetings and discussion spaces that happen at the Haas Center:
- All-staff meeting - meetings combining updates and discussion topic once a month for an hour and a half
- Monthly brown-bag discussions - staff-led topics for an hour and a half
- Leadership team meetings - once a week for leadership
- Supervisor meetings - once a month for all staff that supervise
- Program team meetings and standing subcommittee meetings - meet on a regular basis based on each team

Here are core aspects of our work (please refer to our website for more in-depth descriptions):
- **Cardinal Service**: In 2015, the [Haas Center for Public Service](#) launched Cardinal Service, a university-wide initiative to elevate and expand service as a distinctive feature of a Stanford education. Cardinal Service is catalyzed by the Haas Center for Public Service within Student Affairs, with support from the Vice Provost for Undergraduate Education, the Vice Provost for Graduate Education, and the Vice Provost for Teaching and Learning. The initiative focuses on four dimensions proven to be transformative in the lives of students: [Cardinal Quarter](#), [Cardinal Courses](#), [Cardinal Commitment](#), and [Cardinal Careers](#).

- **Important Guiding Documents**
  - The **Principles of Ethical and Effective Public Service**: The Haas Center uses the Principles of Ethical and Effective Public Service to inform program design and implementation as we continually work to align our work and guiding values.
  - The **Pathways of Public Service**: The Pathways of Public Service describe a range of possibilities by which we can make a contribution to the common good and provide the "big tent" for the programs the Haas Center delivers and supports.

Recent Diversity, Equity, and Inclusion Work at the Haas Center
The Haas Center has worked on diversity and inclusion at varying levels through its history. About ten years ago, a Diversity, Inclusion, Power and Privilege committee was meeting on a regular basis for about two years. In the last few years, diversity and inclusion issues were addressed in a Recruitment and Retention committee. Last year, the Staff Development Committee made diversity and inclusion the theme for spring quarter programming at staff meetings.

Here is a list of activities from the 2016-2017 academic year:
- Beverly Daniel Tatum was our [Distinguished Visitor](#) during spring quarter and hosted several small-group discussion clubs based on her book, *Can We Talk About Race?*
• Beverly Tatum led a staff development presentation on the “Cycle of Racism” during our May staff meeting.
• Joseph Brown of the Diversity and First Generation office at Stanford led a workshop on microaggressions at our June staff meeting.
• The Haas Center’s recruiting and hiring checklist was revised to emphasize recruiting for diversity.
• A special staff survey in June asked for feedback on the effectiveness of the above initiatives in addressing diversity and inclusion issues.
• Results of a biennial staff survey demonstrated the need for increased attention and work on equity and inclusion in the workplace.

We have had mostly one-off trainings on topics such as micro-aggressions, cycle of racism, personal experiences with racism. However, staff feedback has shown that everyone is looking for deeper and more sustained dialogue about topics having to do with systems of oppression and related issues with the goals of increasing individual understanding and awareness as well as equipping us to work with colleagues, students, and campus and community partners.

This academic year, we convened a new Diversity and Inclusion Subcommittee of the Staff Development Committee. Current initiatives include:
• Working toward commonly accepted and understood definitions of diversity, inclusion, and equity;
• Holding the Haas Center accountable to action step recommendations made from the biennial staff survey (mentioned above);
• Convening white and people of color affinity groups, led by staff to discuss Beverly Tatum’s book “Why Are All the Black Kids Sitting Together in the Cafeteria?” as well as other topics;
• Hiring a Diversity, Equity, and Inclusion consultant to guide our work.

Results from a recent staff survey indicate a strong desire among staff to strengthen organizational practices and processes regarding equity and inclusion. The survey will provide a helpful starting point for a consultant to help us acknowledge and celebrate what is going well and then hone in on areas that could use improvement or change. We are especially looking to a consultant to provide concrete recommendations of how to make improvements and changes within a realistic and attainable timeline. Some potential areas of focus include, but are not limited to:
  a) Recruitment, hiring, retention, and promotion practices and policies
  b) Onboarding processes
  c) Staff appreciation and acknowledgement practices
  d) Role and work of the Diversity and Inclusion subcommittee

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