

Transcript for The Empty Chair: From Anti-Racist Intention to Action in B.C.'s Post-secondary System – Session 2

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Presenter: Harshita Sandhu

Introduction by Asiyah Robinson

ASIYAH ROBINSON:

Bismillah rahman rahim. Assalamu alaikum everybody. Thank you so much for joining us back once again. My name's Asiyah Robinson. I was born and raised in the Bahamas, Grand Bahama Island specifically, which is one of 700 islands to the traditional territories of the Iraq and Latin peoples. And I moved to the territory of the Lekwungen peoples, also known as the Songhees Esquimalt Nations. Just over seven years ago now. So it's been quite a long time. And I think we can all here identify either as a student, faculty, or staff or a combination thereof in regards to post-secondary institutions. And so we've all had experience here on campuses. And I think that when we talk about that, we talk about experiences. We have to acknowledge whether that's lived or learned. When we acknowledge and understand that some of us have had the discomfort of learning the existence of racism, or some of us have had the discomfort of living the existence, whereas others have had the privilege of learning that we have to acknowledge and I think all of us are here with the understanding that racism is alive and well on post-secondary institutions, and we're not here to dismantle that or discourage that, but instead to reflect on that and to talk about how we can move forward with action.

So as a young professional, I find myself pulled in a number of different directions. And so whether that's anti-racism and Islamophobia, food sovereignty and food accessibility, the housing crisis, the opioid crisis, environmental issues, or land access, all of these can seem like really scattered, unrelated issues. But when we acknowledge the fact that there is a foundational essence to their solution and that essence in my perspective is the necessity of community. Community, I think, is something that we all exist within one, two multiple. And it ties in a lot of our different identities and intersections and community is the way in which we move, I believe. I think it's one of those fundamental essences that are essential in dealing with a lot of the issues that we have around the world. And so when we talk about that, we have to acknowledge that community is defined very differently for a lot of different people. How I define community might be different from how you define it, and that's not an issue per se.

The problem comes actually when those definitions clash. And so I'm so grateful for the presentation that Jennifer brought earlier today around the importance of relationality because I think all of us acknowledge that building relationships is essential. But I don't know if that's a skill that we're genuinely honing and building, and we recognize how integral that is to building our personal professional lives, building the environments and communities that we're surrounded by. And so when we talk about communities once again, I'd like to express that they can't be mutually exclusive. Your definition and my definition can't clash. And we bring that thought back to a post-secondary lens. What does that look like? What does that image look like when they clash? To me, that manifests in ways. For example, your strategic plan not actually being in aligning with the campus that you're trying to serve. When you have policies and procedures that work for a community in the past but aren't flexible in adapting to the community that you're currently trying to pull in or the community that exists.

And so when we talk about action and we hear you talk about the necessity of it, but I think what's also important is to talk about how we get to that action, the process that would take. And that's why I'm so excited about the next speaker that we have today because she focuses on that process. She focuses on the essence and the necessity to have something that's collaborative, to have something that is the built-in collective wisdom and co intelligence. And so I'm really, really excited to bring Harshita Sandhu here to speak to that, to speak about specifically what are those and equity challenges that people are facing to name, to really identify them, and then to talk about how we as a community can hone in on our collective wisdom and really touch on everyone's perspectives to find those tangible solutions and live in a symbiosis that we were born to. So I'm really excited to have her day. I'm really also excited to take that training that I know is up and coming that I have a privilege to attend.

And so I'd like to just pass it on and just be an avid listener to what you have to share with us today. So thank you so much Harshita.

HARSHITA:

Thank you so much for that amazing introduction Asiyah and thank you so much for having me here I hope I just want to make sure everybody can see a blank screen. So just if somebody can give me a thumbs up, that would be great. I can start my presentation if that is OK with everybody. So I want to begin by recognizing the land I am speaking from. Many of you know it as Toronto, but it is the land that is the traditional territory of Mississaugas of the Credit, the Anishinaabe, the Chippewa, the Haudenosaunee, and Wendat people. So I want to say good afternoon and good morning. Good afternoon to those of you joining tuning in from Toronto and nearby areas and good morning to those of you in British Columbia and that time zone. I want to thank everyone for taking the time to attend this webinar today. My name is Harshita and today I will be sharing with you some insights from my work at Tidal Equality and how you, at whatever level you are, can move from intention to action on equity and inclusion in everyday work.

So I work as an analyst for Tidal Equality and I have a background in public policy. At Tidal, we help organizations, teams, and individuals build equality better in everyday work, and our vision for the world is one where everybody can achieve their full potential and has an equal opportunity to thrive. Our team has the honor of working across many environments, including renowned postsecondary institutions. And this is our small and mighty team, which I love to work with every day. So I want to start by quickly talking about this idea of change-making. And for a lot of people that feel like climbing this huge mountain. It feels such a draining task for me too personally at times. Well, in my humble opinion, it shouldn't be this way. And that is why today I wanted to talk to you and introduce this relatively radical approach our team has embraced in every day of work across many organizations, including post-secondary institutions. But before I move on, I want to take a moment and start by grounding this conversation in my own lived experience.

So the issue of inequality has been an important one for me as a South Asian immigrant woman who moved in 2014 with two suitcases and a lot of dreams. I have been in situations where my gender, skin color, age, food choices, and even name have stood out for people, and made them uncomfortable. And second, guess my capabilities and many times even made me believe that I am lacking something or that something is wrong with me. I know it sounds crazy, but it is true. And for the longest time, I was struggling with that feeling of not belonging or fitting in and that it was on me to fix it, whether it was taking on additional responsibilities to get recognized by my manager or trying to like work extra hours

so that I can get that race or that project or whether it was just trying to get my ideas to my male colleagues so that they are cool and good enough to be made part of this policy presentation I did for school. And what I didn't realize was that I was working tirelessly in a system that wasn't designed for me or catered to my needs and capabilities.

Inequality has and continues to impact how I experience my everyday life. I still get asked questions about my clear English and where do I exactly come from? And my lived experience is just one of the many stories that speak to the reality of inequality and the different ways discrimination and injustice shape the world we live in. Inequality is one of the biggest challenges we are faced with today. And in some way or another, we have all been affected by it. During the pandemic, many of us experienced inequality, big and small, in our homes, within our networks of friends and family, in our businesses, workplaces, communities, whether it was accessing COVID 19 testing or vaccines, getting mental health support, managing caregiving duties with multiple jobs, you name it. Inequities showed up in many ways. And let's not forget about the tragedies we are witnessing. The conflicts have displaced innocent lives. Hate crime, gun violence incidents we keep hearing about every day, sexual assault.

These have not only bogged us down but further isolated us from each other and our communities. And bias lies at the root of many of these inequitable experiences. The fact is, that bias and discrimination exist everywhere in our society. All of us hold unique biases, beliefs, and preferences. Which kind of we take into our work, our socialization, emotional and moral motivations. The way we process information is just many factors that make us hold on to certain biased beliefs over others. And as much as we don't want to accept it, most of the time it is true that we teach that in our work, and this evidently impacts the way we make decisions, the way we live our lives, for the good or the bad. So cognitive bias. It is a thinking flaw. It is a mental mistake that tends to influence the way we all think and act. These are mental shortcuts that can, and in fact, they do impact the way we work and live our lives. It influences the way we process information. It impacts the way we make decisions in our everyday working life.

It influences the design of our products and how we deliver services. And this codex shows about 200 ways our brains can default to bias. And when bias goes unchecked, it shows up as the systemic challenges I mentioned. And it comes and we're seeing this every, every day around us. You're experiencing it. So at Tidal, I have worked on projects within post-secondary institutions where inequality has shown up in different forms. And from what we have observed, it can look like certain groups of students consistently, not very well. A homogeneous representation across roles positions, for example, tenured faculty primarily identifying as white and male or certain areas, certain subject areas, having a disproportionate student population. We have often heard staff members reporting that they are hitting a glass ceiling when it comes to upward mobility or advancing within their roles. Certain student groups are have are finding it difficult to learn online due to gaps in Internet access or support for information and resources is negatively impacting the experiences of international students, indigenous communities, staff members, et cetera.

So inequality is experienced in more than one way and is shaped by the bias which is built into the system. And the bias is often when one group, which is the majority's unconscious bias or beliefs, shapes the system. Now, these challenges shape how people experience the system. It impacts educational attainment, academic performance, recruitment, retention, mental health, and workload burdens. It reinforces the stereotypes, of why certain groups are not faring well versus the others. And it builds backlash from groups who feel that they are being undermined. So I want to quickly share some things

which might be familiar to you, which you've seen in your work. Inequity shows up. First of all, stress and Burnout is the first thing. This is ubiquitous across post-secondary institutions we've worked in. The burden of extra tasks, mostly administrative duties, are given to certain groups with limited or no support. Women often get burdened with unnecessary and uncompensated office housework.

And the usual responses to such problems involve having self-care sessions where you bring in speakers, to talk about mental health. But from what we've heard directly from people and from what we have observed in our work, is that these do more harm than good. They don't take the work away, but they just add another task to the calendar, which is kind of like that tick box, which has to be done. You have to attend these sessions. So it's not worked for people. And from what we have observed, people in lower-level positions, staff members, non-tenured faculty members, and people with disabilities are some of the groups which are disproportionately affected by this challenge. Stress and burnout have made it difficult for people to develop their skills, innovate and do great work. And this code is from one member who shared it. "We are bogged down by processes and administrative tasks, we are not thinking big in a collaborative. There's so much we could do, but it's difficult to find the time to think about the innovative things we could be building." The second theme is racial inequality.

And trust me, this has come up a lot. Experiences of micro and macro aggressions from peers, managers, and leaders. We've often heard women share that or women of color share that their perspective was dismissed. And even though they were raising their hand, they were just told to be like, you know, just let it be for now. People have shared concerns about being micromanaged, not getting recognized for their knowledge and skills, and not being considered for due promotions and raises. And students have shared stories with us about the punitive treatment they faced from professors and being held to different standards and expectations. So what has this resulted in? Racialized students are finding it harder to perform well. They're not being given the support. They have high dropout rates. Employees who have limited power to look up within these institutions and organizations are being compelled to quit and move to other jobs, not because they want to but because they have to. They have no option left and even the DEI commitments haven't done enough.

They just exacerbate these challenges and the gap between intent and actual needs. And this is what some people have shared when asked about equity challenges at work. "I think the institution best serves well-off white male students with traditional lives, well-off white male faculty with traditional lives, and relative white male administrators with traditional lives." The second person, had to say, "we're consistently seeing lower acceptance rates among black applicants. This is concerning." So these are just some of the many expressions of inequality we have observed in our work. And before I move on, I want to pause and know from you what are some of the inequalities and injustices you have observed and experienced in everyday work or in life, like just around you? So if you are free, if you're open to sharing it in the chat, I would love to hear from you what you have to say about it. Like you guys, everybody is thinking about this question, we've heard from people and in my personal experience, sometimes when I look at those Amazon, if I'm buying something on Amazon and I was looking for some gym equipment and there were always like pictures of like lean women and certain body type being like the fit kind.

And I've also heard a lot of people share that. People are making an effort to see. Yeah. Yes, I agree with that. We. Yes. Thanks for sharing that. Yeah. Sorry. I'm just reading the chat. So I am really getting some. Yes. I'm just going to read out some assumptions that my partner is of a particular gender. The Office

House, for example, resonates with me. It feels like weaponized incompetence. Yes. So. An absence of white males at EBI (UNKNOWN) tables mostly women doing the unpaid community work that is, those are really valid. We've seen that in our work too, so I would just encourage others to share as I'm reading it. Ageism. Yes. And these are definitely barriers. And I can please I will take my time to wait for the chat, but I'm going to as you fill-up the chat, I'm also going to share what I have seen. So what has stood out for me every time I've worked on these projects is that too few people and too homogeneous, a group of people are controlling how the academic system functions and operates.

And too few people and too homogeneous a group of people are making decisions that shape the solutions to inequalities they don't understand or experience. So someone who doesn't experience the problem is actively making decisions to solve that weary problem. And such power dynamics help to maintain that culture of inequity and exclusion. They widen that gap between intent and action, where people are feeling shared to share their concerns. Teams are working in silos. There are gaps in communications. People are having poor mental health because these concerns are not being addressed. And this is what one person had to share when asked about the challenge of equity and inclusion. "Leadership feels tucked away and not accessible to most people. It doesn't feel like people doing the actual work have a say in the decisions that affect their jobs. It doesn't seem like most members of the leading care." So when we as organizations, decision-makers, or whatever our role is in the institution or organization, fail to bring different voices and diverse perspectives and ideas into our designs, decision-making bias in everyday work goes unchecked.

This manifests as cultural challenges, missed opportunity, lack of innovation, collaboration, and inequities based on race, and gender ability. So you may have observed these themes in your own work and might have heard your peers share similar experiences and stories. Or you may have your own personal story speaking to these inequities. And like most of you I've shared, I think I'm speaking to a really broad group of an audience. And it is very possible that you are finding it difficult to work effectively and collaboratively with your peers, serve your student stakeholders better, and feel a sense of belonging to your organization, like true belonging to feeling a part of this institution doing great work. So, if you're having these feelings, I want you to know that these are very valid feelings and I can understand that it is not always easy to navigate around them. So my intention is not to leave you with these feelings. Rather, my hope is for you to be inspired and empowered to make a change and build the future you always imagined for yourself, your family, and your community.

So the radical approach I want to talk to you about is tapping into collective wisdom. This practice, Tidal Equality, uses time and again in our strategy work in our advisory work, in just about every setting. So what is collective wisdom? Well, when you break the two words, the collective is people or things marked by a connection except for patterns for order and variation. Wisdom is a form of knowledge marked by the ability to be thoughtful, and intuitive. It detects meaning and human value. And cultivating collective wisdom gives us insight, knowledge, and new opportunities. And as the authors of the book "Power of Collective Wisdom" describe it, "to share collective wisdom with others is to make meaning from disparate threads and weave together a fresh understanding." So this may seem like a lot of big words, and I will try to simplify it. Collective wisdom stands on 4 key pillars: collaboration, cooperation, and co-creation. That is to identify and bring together those with the lived experience of the challenges at hand.

Listening to and learning from their stories and experience. Like what Jennifer mentioned. And then coming together to solve those problems. Participation. The more diverse voices we invite and interact with, the more inclusive and equitable our solutions will be. That's how we are going to be bridging that gap toward unique perspectives. Let us all remember that each of us brings this intrinsic value of our lived experience, which adds richness to the collective process, and understanding and acknowledging that is key because that is how we are going to understand a problem from different directions and we will find new opportunities and be more creative with the opportunities we tap into. And lastly, deep connection. Well, if the pandemic has taught us one thing, it is that our survival depends on each other because we are part of something bigger than our individual selves. So we must lean in on this interconnectedness because we are only stronger when together we drive that change.

So collective wisdom really encourages us to discover, improve and find new ways of thinking and doing. It allows us to find those deeper connections, and it builds our collective capacity for new and more equitable opportunities within our organizations and communities. So as you can imagine that this takes a lot of work. It is hard work and much effort and care goes into bringing people together, creating spaces for people to be courageous, and candid, and building a context for collective problem-solving. And at this point, many of you may be wondering why go through this trouble when the problems we face today urgently need timely solutions. Before I move on, I have another question for you. And I want to know some of the big world problems that you are concerned about that are constantly at the back of your mind or that are keeping you up at night. So please feel free to share in the chat. For starters, what we are seeing in Ukraine is very sad. Yes, climate change. Climate disasters.

And reconciliation, women and girls in Afghanistan. Yes. Thank you for sharing. Global racism. Yes. Thank you. Housing. Palestinian conflict. Yes. Those are very valid problems. So like you've all mentioned, these are complex problems, and frankly, the kinds of complex problems we are facing today, demand solutions that are creative, and innovative and encourage collective problem solving like the tragic Ukraine crisis, climate change, and homelessness. You all mentioned it. Food insecurity. So we need to be more creative in how we solve this. And unfortunately, a homogeneous group of decision-makers, regardless of their skill and experience, cannot achieve the equitable and inclusive solutions we need all by themselves. What we need is a shift in power dynamics. We need participation. We need more collaboration. We need more representation that can be harnessed through collective wisdom. So I encourage you to start thinking of ways you can tap into the collective wisdom and how you can make decision-making more democratic.

How at your level you can find ways to be more engaging, more representative, have more participation in your processes projects, whether it is a group of students working on a team project or a professional working on getting a policy through. How can we make it more collaborative? And that's it. I want to call out a couple of traps that you want to avoid as you start this practice with the goal of collective problem-solving. So the first pitfall which you should kind of make note of as you start this work is to note the difference between collective wisdom and groupthink. Now, groupthink is a tendency to maintain cohesiveness, and homogeneity and disrupt the status quo as minimally as possible. It is collectivity without vigilance, and even with good intentionality, it can lead to collective polarization. And it is easy for organizations and institutions, big and small, to fall into this groupthink mode when collective processes aren't strategic enough and don't effectively engage with different viewpoints.

The second is a very appealing tactic, and that's to put window dressing over the DEI and culture-building initiatives in your institution and organizations. And here I want to draw your attention to this tick box culture when it comes to diversifying decision making, which too often becomes about filling seats instead of inviting the right voices to the table. So bringing one or two members from underrepresented groups to feel represented enough, but not really finding the right voices to make that change in outcome, will continue to conform to that invisible gatekeeper of bias that controls the voices, that matter, and the voices which don't. The outcomes we see and the outcomes we don't. And then we are again in the loop of the same problem, the widening gap between intent and action. So if the diversity, equity, and inclusion efforts are not touching the way you do what you do, whether it's in regards to recruitment, hiring, promotion, allocation of resources, whatever you do in your work, then it is really worth considering and taking a step back to see where such opportunities might be made.

So given the effort involved in harnessing the collective wisdom and the pitfalls you need to navigate, what kind of mindset is helpful? Well, one thing which I've learned at Tidal Equality is to embrace curiosity. Curiosity goes a long way when you're wanting to be more collaborative in your professional and personal lives. If you let Curiosity replace your certainty and suspicion about the experiences of others, you will realize that you are all experts in your own lived experience. So it's important to embrace this curiosity because it will encourage every one of us to be more bold and courageous in our work and everyday lives. And I want to take a moment because a lot of us, including myself and a lot of you, touched on the big world problem, which desperately needs our collective wisdom to solve, one of them being climate change. At COP26, the Prime Minister of Barbados, Mia Amor Mottley, spoke very profoundly about the urgent need for participation, collaboration, and representation.

And in her words, "today, we need the correct mix of voices, ambition, and action". And this was in response to a question she asked the leaders at the conference. Do some leaders in this world believe that they can survive and thrive on their own? Well, I would like to extend this question to all of us present here today, given the unprecedented scale of inequities we are faced with today, do we believe that we can survive and thrive on our own? Trying to make change alone is hard, lonely, and a very tiresome process. The kind of dynamic solutions our systems need today lies in the mix of voices and perspectives, which will help us reflect, re-imagine and set our world. An important opportunity lies before us to correct by centering ourselves on that shared ambition and the wisdom each of us holds to drive collective action. And as Amanda Gorman has very eloquently put it, "know what we've fought. Need not be forgotten nor for none. It defines us, and binds us as one. Come over, join this day has just begun.

For whenever we come together, we will forever overcome." And on this positive note, I want to share some guidelines and strategies to help you get started on this journey of embracing collective wisdom in everyday work and life. And I'd also like to point out that you can start applying these guidelines at your own level, regardless of your position, role in your organization, or even the industry you belong to. So the first and foremost is to get started on finding your common cause that shared purpose. Exploring questions like, why are we here? What are our hopes, frustrations, and curiosities out of this process? Are really helpful to find those common threads and connection points, which will help you shape the context for collective problem-solving. Common cause better connect your people to that something bigger to that deep conviction that will motivate them to make that change. Now we often find that the diversity, equity, and inclusion initiatives are part of this checkbox and instead of being built into the organizational framework, which is why we see there is a wide gap in intent and action in the DEI world

and why many institutions are struggling with the inequities which I mentioned before, within their organization.

So that shared purpose is not only useful to assess your progress, it will help you to be on track, but it also helps you to establish that safety during those uncertain times. Because as you take on this work, there would be days when you would encounter some road bumps. You would need that motivation yourself. So anchoring yourself on those common values which you have built, with your people and those shared connection points will better guide you towards your intentions, towards action. Before moving on to sharing the next strategy with you, I'd like to add a little bit of context. Our default decision-making has always functioned in a culture that wasn't designed with an equity mindset. And as I've mentioned before, it does not always accommodate people across the various dimensions of diverse roles, and positions. And despite the intention to be more inclusive, current interventions are still falling short. We are still seeing the same outcomes. So offering the select seat to select people to feel more diverse is not going to bridge the gap.

So the second strategy is about inviting the correct mix of voices. What we need is a shift, a reorientation in our thinking, a redesign of how we make decisions, build products, and provide services. We need to create more and better opportunities, which invite a mix of voices. We need to create multiple seats for multiple people across various dimensions of diversity. Because that is how this process is going to work. What we need is to build better spaces, safe spaces where everyone matters, where every voice counts, and every perspective has an equal opportunity to be heard and respected. Because that's how these conversations and processes seem tedious right now, this is how we are going to shift those narratives, change the outcomes, and bridge those gaps. So it's important to not look diverse, instead, embrace diversity at every step of this journey. Before I share the third strategy, I'd like to briefly touch upon inequity in opportunity. Let's face it, we all didn't start from the same place.

While most of us have had opportunities to reach our full potential in life, many are still far behind. Equity was organic to the design of our system, and honestly, the support and resources programs are not doing much. I'm not doing enough, actually, to move that needle and the burden to find the opportunities and get the needed support inadvertently falls on those who don't have the access or the means to find those opportunities in the first place. In her recent TEDx talk, Lilly Singh was a Canadian comedian and a former late-night show host explains and talks about the boys club culture in many organizations and institutions where women are constantly struggling with giving proof of their potential. In her words, "so often (that) proof doesn't exist for women. Not because we aren't qualified, but because we haven't been given the opportunity. If you're trying to be inclusive, don't give someone a new seat made of straw until they prove that they deserve a better one". When we focus on asking people to prove their ability, we are losing out on creativity, insight, and knowledge.

Risk of failure. And honestly, sometimes profitability has made us use the same old approaches because it is safer. But I want to ask you this question. Are those playing it safe approaches, really moving that needle? Is it really taking us forward to being more equitable in our work? From what I've observed and in my experience, in my lived experience, I don't think it is. Across organizations, employees are tired of patchy communications, lack of transparency, and entrenched organizational silos. And from what we have heard, it is making it difficult for them to build those trusting relationships and to fully achieve their potential. So my third strategy is to trust your people to solve those complex problems. When you invite people to engage in critical conversations, it is important to remember that people who experience the

problem also have the wisdom to help solve it. Embracing collective wisdom is about creating those opportunities and solutions together and showing up with that curious mindset of how can we help?

Instead of this is how we're going to solve this problem. So start trusting that your people have the potential to build better solutions and find opportunities that you might have missed before. Reach out to people, get curious, and take time to listen and learn. Build that rapport with them. If you really want to be a trailblazer organization, be transparent with your people. Have transparent P processes. Share P in job postings, have open processes when it comes to performance reviews, give people the support they really need to thrive and be courageous and bring their full selves to the table. And if you're too focused on getting that truth, you're missing out on the opportunity to innovate and spearhead change. And before I move on to my last strategy, I'd like to briefly talk about tough conversations related to equity and inclusion work which Jennifer also touched upon in her presentation. So having an uncomfortable conversation most of the time is feared by leaders. The need to engage in tough conversations isn't always the top priority for many.

And this is because there is an innate fear that such dialogues and conversations will be more destructive than constructive and that it would upset the culture, impact, productivity, morale, and most importantly, profitability. Well, avoiding those conversations is exactly what's preventing innovative ideas. What's keeping us from moving that needle on some of the biggest challenges we spoke about? And what's keeping this gap between the intent and action wider. So my life's strategy is to break new ground for courageous conversations and build more empathetic systems. We're in 2022, and it's time we shift this mindset and approach. Today, the most innovative organizations, and institutions, including post-secondary institutions, are investing in solving equity challenges that are affecting their people, their students, customers, and stakeholders. When we encourage more open, honest, and bold conversations, we are not only sharing knowledge and insight, but we are opening the door for innovation and progress.

When we create conditions to be more collaborative, open communication, have representation across the board and have multiple avenues for people to participate, share their stories in different ways however they feel comfortable. We start to narrow that gap. Start talking about how toxicity is impeding your work and everyone's work. And when you start talking about that, the courageous conversations will make you realize how to reduce that toxicity in your work. When you want to talk about inclusion, talk about who is being excluded, acknowledge who is being excluded, and find ways to bring them on board. So when we cross the hurdle of tough conversations, we bring new voices into our work and decision-making. When we are open and more supportive of people's unique potential across our organizations, we are co-creating new solutions for a better tomorrow. So we all have an opportunity here to invest in empowering something different, investing in a new voice, investing in progress, and investing in innovation.

And because we at Tidal are so passionate about helping organizations expand equity and inclusion and be more collaborative, bringing multiple voices to the table, we created the equity sequence. The equity sequence. It is an evidence-based practice that reveals how bias gets baked into work and design, and it brings forth opportunities for inclusive innovation. The equity sequence consists of five simple questions anybody can apply to their work and it has helped organizations move from education to activation on equity and inclusion. And this is what I have shared multiple times before I really got back to the slides. So this is the link, if you are interested in learning about the equity sequence and doing the training, bc

campus has partnered with Tidal Equality to bring this training to those of you working in postsecondary sectors so you can click on this link and go to the Anti Racism Project, which I believe goes live today and register your interest. So I would, in conclusion, I'd just like to say that let's co-create a world where equality is a new status.

It is very much possible to create this world that we are all hoping for and imagining. A world where our solidarity is strengthened by our uniqueness and is embraced by our diversity. And one question before I would like to leave you with is how can you start to learn new from others and learn about your biases and listen and start doing and taking action. So I would just like to thank everybody for being here and having me. So thank you.