# Operationalizing Racial Justice

## Maggie Potapchuk, MP Associates

In the last decade, practitioners have developed many new tools to support foundations in advancing racial equity.[1] This growing philanthropic infrastructure includes conference workshops and plenaries, and an investment in developing publications, trainings, scans, and frameworks. Recent books, blogs, and campaigns have asked provocative and pointed questions about philanthropy's role, responsibilities, and accountability with the communities they work in—specifically communities of color. Increasingly, foundations and philanthropic serving organizations are assessing internal operations, adopting equity competencies, reviewing strategy, developing equitable grantmaking practices, and responding to oppressive government actions by providing grants and/or using their platform to comment. And there are some foundations who use the term equity in their work or their grantmaking process, yet their actions actually reflect diversifying (representation) or developing inclusionary practices rather than addressing power or using a structural analysis necessary when working toward racial equity outcomes. In her call to action, _America is Burning: White People in Philanthropy, What is your Move?_, Vanessa Daniel shares her benchmark of what progress would look like, "_When the majority of foundations acknowledge the fact that white supremacy is in fact blocking progress on everything their trustees care about, and that they have little hope of advancing their missions, … if they don't fund work that recognizes and dismantles white supremacy._"[2]

Many times, when foundations embark on operationalizing racial justice, they almost always ask, "What tool or framework should we use?" There are many tools,[3] resources, and frameworks outlined below that can be helpful

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1   Timeline of Race, Racism, Resistance and Philanthropy 1992-2014, Critical Issues Forum, Philanthropic Initiative for Racial Equity, Larry Raphael Salomon, Julie Quiroz, Maggie Potapchuk, and Lori Villarosa.  Data Snapshot on Racial Justice Grantmaking, Critical Issues Forum, Philanthropic Initiative for Racial Equity, Rick Cohen.  W. K. Kellogg Foundation announces $75 million effort to tackle structural racism and promote racial healing.  Borealis Philanthropy Launches Fund to Advance Racial Equity in Philanthropy.  Advancing Racial Equity in Philanthropy: A Scan of Philanthropy-Serving Organizations. United Philanthropy Forum.

2   America is Burning: White People in Philanthropy, What is your Move?, Vanessa Daniel, Groundswell Fund. _Medium.com._ September 13, 2017.

3   It is important to note that many of these tools are labeled and frame as racial equity tools, rather than racial justice tools that have an "explicit focus on power building and an emphasis on transformative, high leverage systemic advances, including fundamental changes in policies, establishing new norms or designing alternative systems." This is due to a few reasons: the limited investment of the development of tools/ framework by community based groups (many authors are intermediaries and consulting firms) which reflect emergent work on the ground, use of terms that reflect mainstream narrative rather than being provocative and visionary, and the need to continue to build the nonprofit sector's capacity to operationalize racial justice and then to share those lessons to build a deeper base of expertise.

throughout the change process. At the same time, it is essential for internal expertise and wisdom to be prioritized, especially staff of color to create, innovate, and share their truths and ideas on integrating racial justice. Listening to and centering the internal wisdom—including stakeholders and residents of the communities a foundation is working with—are critical tools that can drive racial justice.

# Racial Justice Change Process

As foundations align their operations, culture, and grantmaking with their racial justice values leadership needs to have conversations around the following critical questions to set the stage for deepening the work:

- **What risks are we willing to take** to operationalize our value of racial justice?  Are we ready to be explicit about naming racism?  How can we use the foundation's power and privilege to make a stand and/or leverage social capital to open doors to grantee partners?

- **Are we ready for there to be disruption** in how we do our work so we can transform our policies, practices, and culture to align with our value of racial justice?

- **What practices are we willing to stop doing** if they aren't moving us toward racial justice, even if they have been successful and we have received affirmation for them?  Will we share with others our decision to do so and be accountable if the practices reinforce inequities and/or cause harm?

- **How do we respond to our stakeholders** that do not agree with our focus, or being racially explicit, and/or making investments for racial justice?  What might we need to do as an organization to increase our confidence and commitment to deal with backlash?

- **How do we as a foundation intentionally work to address** our privilege and power in our relationships—with grantees, stakeholders, community members, staff, and trustees?

As you embark or continue your racial justice change process, the following skills are important to develop, and any tools you choose should support growing these muscles.

### *Addressing Conflicts*

Poorly managed conflicts are more likely to doom a change effort rather than produce clearer thinking that illuminates the path to meaningful change. Many times, an organization will shut down or temper the process based on the conflict exceeding the current culture's norms. This ends up prioritizing individual comfort, and many times centering white people's comfort level instead of addressing racial inequities and increasing the internal boundaries for having conflict and people speaking their truth (often staff of color whose voices are frequently marginalized). It is particularly important to track racial, gender, and/or positional role patterns in how conflict plays out.

Typically, in organizations, the organizational culture reflects being conflict averse and staff will share they have insufficient skills for dealing with conflict. Conflict aversion also manifests as inability to address or allow for differences or disagreements as well as to ensure a narrow bandwidth of emotions exists in the workplace. Racial justice work will definitely generate conflict, and that conflict will escalate especially if it isn't dealt with explicitly or gets buried under a false consensus that preserves existing cultural norms that protect feelings and white fragility.[4] Building the fortitude and skills of individuals to work through conflicts and shifting the organizational culture to embrace conflict are both necessary.

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4  "White Fragility" is a term coined by Dr. Robin DiAngelo, which means is a state in which even a minimum amount of racial stress becomes intolerable, triggering a range of defensive moves. These moves include the outward display of emotions such as anger, fear, and guilt, and behaviors such as argumentation, silence, and leaving the stress-inducing situation. These behaviors, in turn, function to reinstate white racial equilibrium. Dr. DiAngelo discusses the term in several articles, including her book, *White Fragility* (Beacon Press, 2018).

### *Giving and Receiving Feedback*

A healthy feedback practice thrives in an organizational culture in which there is transparency, open communication, and power sharing processes, and is learning-centered. Giving and receiving feedback is an individual skill to be learned. And it is also important to create a culture that provides support and space for discomfort to have hard conversations, to acknowledge when emotional tumult may result, and to prioritize learning and reflection for the individual and the organization. Giving and receiving feedback is a critical muscle to build and should be part of any organization's daily practice.

### *Centering Relationships*

In many organizations there is a constant drive to produce deliverables, to meet timelines, and to achieve benchmarks and sometimes a tool is looked at to accelerate this process. Being a mission-driven organization that works toward racial justice outcomes, centering relationships as a core value is typically not tracked as part of the progress toward racial justice - whether for the foundation or grantee deliverables. Prioritizing relationships means setting up inclusive processes for getting work done, centering people of color's leadership, normalizing conversations about racism, developing feedback and addressing conflict muscles, and building authentic and respectful relationships. This is all part of racial justice work, not an addition to it.

# Identifying Tools[5]

When you are identifying potential tools, ask yourself what you are hoping to gain from it, such as clarity, knowledge, consensus, or action plans.

**Does your organization have shared knowledge and understanding of structural racism, privilege and power?**
The first element of building alignment is getting to a shared language and concepts of structural racism, power and privilege, and a shared view of the root causes, to then co-create an action plan. It is important to note that to use many of these tools require an understanding of analyzing with a racial justice analysis. One training is not sufficient. There needs to be an ongoing commitment to build staff and trustees' knowledge, skills, and confidence to talk about racism and white privilege, to identify and implement interventions, process the data, and develop a roadmap for racial justice. Below are tools to build knowledge and normalize conversations about racism and racial equity.

**What are you hoping to gain from the tool (e.g., clarity, knowledge, buy-in, data)?**
It is important to be clear on your intent to use a tool. For example, sometimes it is assumed adopting a tool will result in an easy fix to address the challenges in the change process. However, what is really needed is slowing the process down and listening. That is one of the manifestations of white dominant culture[6] —the sense of urgency. Yet, this is also one of the ongoing tensions, because racial justice is urgent work. For an organization to advance racial justice, it is important that inclusive processes and relationships are centered, along with investing in building staff's knowledge, skill, and confidence, while ensuring that those who are most impacted are informing and leading.

Racial justice work is messy. That is why it sometimes gets compartmentalized, or internal roadblocks are created, or an external consultant is hired to accomplish a deliverable instead of building staff and trustees' skills to do to do the heavy lifting necessary to move the work forward. So have clarity on what your needs are for this step in the change

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5 Based on, Transforming Organizational Culture Assessment Tool, Maggie Potapchuk, MP Associates. Created for the <u>Transforming White Privilege Curriculum: A 21st Century Leadership Capacity curriculum.</u>

6 By "white culture," we mean the dominant, unquestioned standards of behavior and ways of functioning embodied by the vast majority of institutions in the United States. Because it is so normalized it can be hard to see, which only adds to its powerful hold. In many ways, it is indistinguishable from what we might call U.S. culture or norms – a focus on individuals over groups, for example, or an emphasis on the written word as a form of professional communication. But it operates in even more subtle ways, by actually defining what "normal" is – and likewise, what "professional," "effective," or even "good" is. In turn, white culture also defines what is not good, "at risk," or "unsustainable." White culture values some ways – ways that are more familiar and come more naturally to those from a white, western tradition – of thinking, behaving, deciding, and knowing, while devaluing or rendering invisible other ways. And it does this without ever having to explicitly say so." <u>Paying Attention to White Culture and Privilege: A Missing Link to Advancing Racial Equity</u>, Gulati-Partee, G. and Potapchuk, M. Foundation Review. 2014 Vol. 6:1

process before deciding on a particular tool, including what type of support and capacity building will be needed to implement effectively.

**How do I know if a particular tool or framework is using a racial equity analysis?**

It is important to ensure that any tool being used reflects your racial equity analysis and is paying attention to power and privilege. Here are a few questions to ask, including some from the tip sheet *Reviewing Resources*[7] from www.racialequitytools.org, prior to adopting a tool or a framework:

- What seem to be the assumptions about how change happens?
- Does it include discussion of addressing privilege, racism, oppression, and power?
- Does the way the tool works acknowledge the existence of persistent differences in power, life experiences, and perspectives among various racial/ethnic groups, or do they assume there is a single worldview, or all people have roughly the same opportunities and challenges?
- Are the terms diversity, racism and inclusion used interchangeably or are they used more precisely?
- Does it take into account power in the context of structural racism?
- What does the tool imply about why things are as they are, particularly in terms of different outcomes for people of different identities?
- Does the tool ask you to consider the ways racial inequities are maintained?
- Does the tool help you choose strategies that consider systemic, institutional, intergroup and individual levels of privilege and racism, and how they act to interrupt or reinforce each other?

**What to consider in implementing a tool or using a framework?**

In the change process, best practices call for establishing an equity leadership team.[8] The team is typically a cross-functional team, diverse by identities and informal/formal leadership. This team guides the process, typically identify and works closely with consultants, acts as messengers for the process, keeps the work on the radar screen for the organization, and supports staff. They work closely with the senior leadership team who have different and similar roles to the equity leadership team.

It is important to ensure this team is supported because it is typically a heavy lift, especially emotionally, as they lead and address resistance which is inherent in any change process. Specifically, ask what each member needs to fully meet the expectations for this role; each person will have different needs based on one's identities and positional role. Be sure that time is allocated, and the work continues to be prioritized within the organization. Taking time to invest in building the capacity of these two teams, as well as working to build relationships, develop equitable processes and create accountability practices between the teams. This is critical to developing a strong foundation for the overall change process. These teams could also take the lead of identifying and introducing a tool or framework.

## Racial Equity and Justice Tools

### Developing a Common Analysis and Language

Developing a common analysis and language is not a task for only one workshop, nor is it a 90-minute session to fit in a board meeting. There needs to be an ongoing commitment to build staff and trustees' knowledge and skills to talk about racism, power, and white privilege, to process the data, to identify and implement interventions, and to develop a roadmap for racial equity.

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7 What are Some Tips for Reviewing Resources With a Racial Equity Lens?, Center for Assessment and Policy Development, and MP Associates. www.racialequitytools.org

8 Here are two resources that discuss the equity leadership team's role: Racial Equity Core Teams: The Engines of Institutional Change, Government Alliance on Race, and Equity and Driving Toward Equity – Building a Racial Equity Team, Urban Sustainability Directors Network.

The following list of tools provides workshop summaries and information which can be used in the early stages of developing a common analysis and language. There are many consultant firms and organizations that can be engaged to provide this education and facilitate training to staff and trustees. Two questions to ask regarding the training's content and process are:

- Is the curriculum based on structural analysis and does it discuss power?
- Does the training processes center people of color's voices and leadership?

In planning for training, provide sufficient time for the facilitators to obtain baseline information about the participants and organizational issues, and ensure post-workshop steps are planned. Dissonance and workplace disruption typically follow any training process – some due to time needed for people to understand the concepts, and/or take in the stories shared about the impact of organizational inequities that may not have been known. People could also be unsure about individual and organizational responsibility and/or concerned about the risks in working toward institutionalizing racial justice.

The following list also includes curricula, videos, questions, and key content. Building an organizational capacity means supporting each individual staff person's learning agenda as well as that of the group as a whole. Some foundations have provided professional development dollars for individual staff to participate in workshops, others provided racial equity workshop or learning series for the full staff, or still others offer a combination of these approaches. To move the work internally, it is recommended that staff and board be introduced to the same framework. This will help later on when reviewing the assessment data and developing a roadmap for advancing racial justice.

| DEVELOPING A COMMON ANALYSIS RESOURCES |
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| CURRICULUM |
| Curriculum for White Americans to Educate Themselves on Race and Racism<br>    Keep Ypsi Black, Interactive Media Project |
| Racial Equity Learning Curriculum<br>    World Trust Educational Services |
| Targeted Universalism: Animated Video + Curriculum<br>    Othering and Belonging Institute |
| The 1619 Project Curriculum<br>    Pulitzer Center |
| Transforming White Privilege: A 21st Century Leadership Capacity curriculum<br>    Shakti Butler – World Trust Educational Services, Sally Leiderman and Stephanie Halbert Jones -<br>    Center for Assessment and Policy Development, and Maggie Potapchuk -MP Associates |
| Witnessing Whiteness<br>    Shelly Tolchuk |
| WORKSHOP OUTLINES & LESSON PLANS |
| Asian American Racial Justice Toolkit<br>    Lucia Lin and Timmy Lu |
| Dismantling Anti-Black Bias in Democratic Workplaces: A Toolkit<br>    AORTA |
| Facilitator's Guide for Continuous Improvement Conversations with a Racial Equity Lens<br>    Living Cities |
| Race Matters PowerPoint Presentation<br>    Annie E. Casey Foundation |
| Standing Together Coming Out for Racial Justice: An Anti-Racist Organizational Development Toolkit for LGBT<br>    Equality Groups and Activists<br>    Basic Rights Education Fund. pp. 12-57 |

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| **Systems Thinking and Race: Workshop Summary**<br>Connie Campang Heller and john. a. powell | |
| **Teaching People's History**<br>Zinn Education Project | |

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**TRAINING RESOURCES**

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| **Dismantling Racism Works: Web Workbook**<br>dRWorks | |
| **Group Norms for Breakthrough Social Change**<br>OpenSource Leadership Strategies | |
| **Inclusion, Belonging, and Excellence for One King County: Addressing Implicit Bias, Racial Anxiety, and Stereotype Threat** [Facilitator Guide]<br>King County Office of Equity and Social Justice | |
| **Seeing White** [Podcast]<br>Scene on Radio | |

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**VIDEOS & WEBINARS**

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| **Cracking the Codes: The System of Racial Inequity**<br>World Trust Educational Services | |
| **How I Learned to Stop Worrying and Love Discussing Race**<br>TEDxHampshireCollege, Jay Smooth | |
| **Mirrors of Privilege: Making Whiteness Visible**<br>World Trust Educational Services | |
| **Putting Racism on the Table**<br>Washington Area Grantmakers | |
| **Race: Power of an Illusion**<br>PBS | |
| **The Disturbing History of the Suburbs**<br>Adam Ruins Everything | |
| **The Racist History Videos**<br>Splinter Video | |
| **The Unequal Opportunity Race**<br>African American Policy Forum | |
| **What is Systemic Racism**<br>Race Forward | |

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**QUESTIONS & KEY CONTENT**

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| **A Primer on Intersectionality**<br>African American Policy Forum | |
| **Flipping the Script: White Privilege and Community Building**<br>M. Potapchuk, S. Leiderman, D. Bivens, and B. Major | |
| **How To Do Intersectionality**<br>Rinku Sen | |
| **Questions for Grantmakers: Understanding How Structural Racism Affects Grantees**<br>Funders for LGBTQ issues | |
| **Structural Racism and Community Building**<br>Aspen Institute Roundtable for Community Change | |
| **Systems Primer**<br>Stephen Menendian and john a. powell, Kirwan Institute | |
| **What is Internalized Racism?**<br>Donna Bivens | |

## Assessing Your Foundation

Groups often use a racial equity organizational assessment tool early on to engage stakeholders and gather data about how the foundation is working (or not) to advance racial justice. The assessment process can include just staff, or it can also include partner organizations, grantees, and peer funders. The following are some areas an organization may want to inquire about:[9]

- How explicitly the foundation uses terms of race, racism, power, privilege and racial inequities in organizational documents, in conversations and internal and external communication.

- Experiences, perspectives, and knowledge about race, racism and white privilege. This provides baseline data on staff/trustee knowledge and skills, which can help inform the education sessions and be a benchmark for the organization.

- How policies, practices, and culture are aligning with the value of racial equity, specifically looking at manifestations of white dominant culture in organizational policies and practices.

- Any recent harm and the impact on staff and board.

- Opportunities to leverage in the next steps in the racial equity change process.

- Ideas on how to institutionalize racial equity.

The assessment process is typically done by a third party to ensure confidentiality, as well as to share data back, in a way that honors voices from different identity groups. This is especially important when different identity groups are relatively small so they can offer some protection for individuals to share their truths through aggregated data and themes. Again, it is important to have a common analysis and language prior to discussing the assessment data, and to create a container that includes adopting process norms[10] that develop an inclusive and equitable culture and mitigate how white dominant culture may be manifesting in the organization.

The data collected can help organizations see and understand different points of view, and the impact of policies, practices, and culture on different stakeholders and members of identity groups. It is helpful for the racial equity leadership team and senior foundation leaders to review the data in advance, make meaning, and design a process to engage the staff and trustees along with the consultant team. After discussing the outcomes of a racial justice assessment, collectively the staff and trustees can create a roadmap prioritizing what needs to be addressed and determining tactics, roles, and a timeline. It is critical for there to be a process in place to act on what is learned. For some organizations, this is where they stop - completing the assessment, or they only act on the low-hanging fruit. If you are asking people to share their truths and the impact of racial inequities within the organization, then the organization is accountable for stepping up and working to address and more importantly working collectively for a common vision of a racially just organization.

The tools below are assessment surveys and can be modified to create focus groups and/or interview questions too. Again, it is important to have a common analysis and language prior to discussing the assessment data, and to create a container that includes adopting process norms that help develop a racially equitable and respectful culture.[11]

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9   Ibid. *Transforming Organizational Culture Assessment Tool*, Maggie Potapchuk, MP Associates.

10   Group Norms for Breakthrough Social Change, OpenSource Leadership Strategies.

11   Ibid. Gulati-Partee, G. and Potapchuk M. *Paying Attention to White Culture and Privilege: A Missing Link to Advancing Racial Equity.*
     "It is important to note that we build the container not to avoid conflict and hard emotions or create some false sense of "safe space." Rather, we build it precisely because we know conflict and emotions will arise and that "safety" can be elusive and subjective. The container helps the group support one another rather than marginalize individuals, be better able to recover from challenges, and remain intact even as differences are emphasized. It also encourages community members to bring their best and full selves, be respectful in their own words and actions and of others and create a shared sense of accountability to one another and the process." p. 31.

| RESOURCES |
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| **ASSESSING YOUR FOUNDATION** |
| Advancing the Mission: Tools for Equity, Diversity, and Inclusion<br>    Annie E. Casey Foundation, Institutional Assessment Quiz, pp. 31–34 |
| Building Organizational Capacity for Social Justice: Framework, Approach & Tools<br>    National Gender and Equity Campaign |
| Building Power: Self-Assessment Data Gathering Tools<br>    National Committee for Responsive Philanthropy, pp. 19–28 |
| Catalytic Change: Lessons Learned from the Racial Justice Grantmaking Assessment<br>    Philanthropic Initiative for Racial Equity and Applied Research Center (now Race Forward) |
| Moving a Racial Justice Agenda: Organizational Assessment — Are You Ready?<br>    Western States Center |
| Operationalizing a Structural Racism Framework: A Guide to Community Level Research and Action<br>    Stacy Sutton, Aspen Roundtable Structural Racism and Community Revitalization Project |
| Philanthropy Self-Assessment for Working with Tribal Communities<br>    Native Americans in Philanthropy |
| Race Matters, Racial Equity Impact Analysis — Assessing Policies, Programs and Practices<br>    Annie E. Casey Foundation |
| Race Matters: Organizational Self-Assessment<br>    Annie E. Casey Foundation |
| Standing Together Coming Out for Racial Justice: An Anti-Racist Organizational Development Toolkit for LGBT<br>    Equality Groups and Activists<br>    Basic Rights Education Fund. pp.147-163 |
| Tool for Organizational Self-Assessment Related to Racial Equity<br>    Coalition of Communities of Color and Education and All Hands Raised |
| Transforming Organizational Culture Assessment Tool (TOCA)<br>    Maggie Potapchuk, MP Associates |

Examples of internal work that organizations could adopt/continue as next steps:[12]

- *Reviewing organizational culture* — that is, the unspoken and spoken rules and norms that guide behaviors in the organization – looking for examples of how white privilege and dominant culture are manifesting and/or are how inequities are present and being reinforced.

- *Reviewing policies and practices of the organization* — identifying racial inequities in policies, practices, and culture, as well as aligning practices with racial justice principles.

- *Looking at the theory of change for programs/strategies* — that is, how strategies are expected to lead to results and the worldviews and assumptions (spoken and unspoken) that undergird the program's choice of strategies.

- *Reviewing strategy, implementation, and evaluation* to understand how racial inequities, white privilege and dominant culture may be manifesting.
  - *Recruitment* — Who is involved in the decision-making process? Whose decision is privileged? What characteristics are being privileged for those candidates being defined as a "good" candidate?
  - *Design* — How are decisions being made about the program's design? What assumptions are being made about the participants' needs? What is the level of involvement of past participants? How are past participants chosen to be involved with shaping the design?

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12  Ibid. *Transforming Organizational Culture Assessment Tool*, Maggie Potapchuk, MP Associates.

    – *Evaluation* — How are the outcomes of the program being tracked? Who is defining success? What and whose data are being prioritized? Are the voices of participants who shared a critique or lower ratings part of the evaluation discussion?

## Institutionalizing Racial Justice in your Foundation

Many lessons have been learned since the original publication of *Grantmaking with a Racial Equity Lens* by Philanthropic Initiative for Racial Equity and GrantCraft in 2007. As more foundations are working to align their voice, policies, and their grantmaking with their values of racial justice, on important critical step is connecting the work across foundations and issue ecosystems. Some basic questions to ask when reflecting on what and how you are funding:

- Are you using a systemic analysis in describing the issue you are funding?
- Is the foundation informed in defining the issue and what strategies are necessary to make progress by those most impacted by the issues, specifically communities of color?
- Are the strategies invested in based on an ecosystem approach and grounded in movement building? Based on the issues you care deeply about, are you knowledgeable about peer funders' investments and grantees in these areas?
- Do the strategies include an explicit focus on power building that centers those most directly impacted?
- Who is defining evidence and collecting it? Who is making meaning of the data collected?
- Who is defining progress – and specifically "success"? Who defined the timeline for success to be reported on?

Using a racial justice analysis for grantmaking is imperative, though it needs to be grounded in an internal change process that is working steadily to operationalize racial justice in every part of the organization. This includes:

- **Leadership.** Formal, including trustees/board, that understands conceptually structural racism, power and privilege, speaks to how it shows up, is willing to take risks and to ensure accountability of the foundation's actions with those most impacted, specifically communities of color.

- **Policy Alignment.** Using racial equity assessment tools (mentioned earlier) and impact assessment tools, develop policies that are informed by stakeholders, dismantling inequities, and creating a racially equitable culture.

- **Practice Alignment.** Conduct grantmaking using a racial justice theory of change and principles for example: prioritize multi-strategy approaches, develop long-standing flexible funding, reduce grantee burdens, review funding ratios, support emergent thinking and experimentation, invest in long-term movement building activities, and operate with an ecosystem approach and a systemic intersectional analyses.

- **Equitable Culture Development.** Working for racial justice includes assessing how systemic white dominant culture leeches in every policy and practice.[13] Recently there has been more emphasis on identifying these characteristics, which are important to do yet sometimes ends up centering whiteness rather than integrating practices which centers people of color's voices and leadership. As Erin Okuno, describes in her blog, "centering people of color is about shifting power, control, and wellbeing/comfort to people of color."[14]

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13   Examples of how white dominant culture manifest in organizations include: A feeling among staff that they have limited freedom to offer different ideas in problem-solving, decision-making, etc.; A focus on identifying individual mistakes rather than systemic challenges; Decision-making with a lack of transparency and accountability; Individuals within the organization holding back perspectives and insights, so not to cause conflict; A discussion about outcomes in which numbers trump other forms of data. Ibid. Transforming Organizational Culture Assessment Tool.

14   "Five Ways to Center People of Color," Erin Okuno. April 20, 2018, www.fakequity.com.

The following tools to support operationalizing racial justice within your foundation reflect a few different areas, including sections on:

- resources describing racial equity organizational change processes
- how different organizations have operationalized racial justice
- questions and toolkits to operationalize including racial impact tools
- identifying white dominant culture within your organization
- information about caucusing and accountability
- addressing power issues in your foundation
- communication and messaging – internal and external
- information and examples for creating racially equitable policies and practices,
  e.g. hiring/recruitment/selection, purchasing, budget
- resources and examples for strategy change including movement building, power building,
  and community organizing, and tracking progress and evaluation

Though it is an easier lift to use tools and information created for the philanthropic sector, it can also be informative and refreshing to look to other sectors' progress, resources, and tools. Additionally, there is a clearinghouse to search for research, tips, practices, and curricula at *www.racialequitytools.org*, which includes over 2,500 resources which have been curated.[15]

| RACIAL EQUITY CHANGE PROCESSES |
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| ORGANIZATIONAL CHANGE PROCESSES |
| Advancing Racial Equity and Transforming Government: A Resource Guide to Put Ideas into Action<br>    Government Alliance on Race and Equity |
| Anti-racist Organization Change: Resources and Tools for Nonprofits<br>    CommunityWise Resource Centre |
| Awake to Woke to Work: Building a Race Equity Culture<br>    Equity in the Center |
| Operationalizing Equity: Putting the Annie E. Casey Foundation's racial and ethnic equity and inclusion<br>    framework into action<br>    Annie E. Casey Foundation |
| Seeing and Naming Racism in Nonprofit and Public Organizations<br>    Laurin Mayeno Consulting |
| Six Phases of Racial Equity Practice<br>    dR Works |
| ORGANIZATIONAL CHANGE CASE STUDIES |
| BALLE – Racial Equity Change from the Outside In<br>    Cyndi Suarez, NonProfit Quarterly<br>    ▶ ABOUT: *Business Alliance for Local Living Economies now called Common Future* |
| Beyond Diversity and Multiculturalism: Towards the Development of Anti-Racist Institutions and Leaders<br>    Mary Pender Greene<br>    ▶ ABOUT: *Jewish Board of Family and Children's Services* |
| Building an Inclusive Culture: Spreading and Embedding an Equity Lens at the Bush Foundation<br>    Stephanie Andrews<br>    ▶ ABOUT: *Bush Foundation* |

15   www.racialequitytools.org – Maggie Potapchuk – MP Associates, Sally Leiderman and Stephanie Halbert Jones – Center for Assessment and
     Policy Development, and Shakti Butler – World Trust Educational Services.

Catalytic Change: Lessons Learned from the Racial Justice Grantmaking Assessment
Philanthropic Initiative for Racial Equity and Applied Research Center (now Race Forward)
▶ ABOUT: *Barr Foundation and Consumer Health Foundation*

Confronting Structural Racism in Research and Policy Analysis
Steven Brown, Kilolo Kijakazi, Charmaine Runes, and Margery Austin Turner
▶ ABOUT: *Urban Institute*

Demos' Racial Equity Transformation: Key Components, Process & Lessons
Heather McGhee, Lucy Mayo, Angela Park
▶ ABOUT: *Demos*

More than Words: A Description of the Foundation for the Mid South's Organizational Transformation Emphasizing Racial, Social, and Economic Equity
George Penick
▶ ABOUT: *The Foundation for the Mid-South*

Moving Forward Together: CSSP's Journey to Center Equity, Inclusion, and Justice
Juanita Gallion and Kristen Weber
▶ ABOUT: *Center for Study of Social Policy*

Paths Along the Way to Racial Justice: Four Foundation Case Studies
Lisa McGill & Maggie Potapchuk, Philanthropic Initiative for Racial Equity, Critical Issues Forum, Vol. 5
▶ ABOUT: *The California Endowment, Akonadi Foundation, Woods Fund, and Z. Smith Reynolds Foundation*

Putting Racial Justice at the Heart: How Did CompassPoint Get Here?
Lupe Poblano
▶ ABOUT: *CompassPoint*

Six Things We've Learned Through an Equity Assessment Process
Nick Donohue
▶ ABOUT: *Nellie Mae Education Foundation*

Video Case Studies
Equity in the Center
▶ ABOUT: *Demos, SAGE, Year Up, and Leadership for Educational Equity*

## TOOLKITS

Advancing the Mission: Tools for Equity, Diversity, and Inclusion
Annie E. Casey Foundation

The Choir Book: A Framework for Social Justice Philanthropy
Justice Funders

City of Portland Racial Equity Toolkit
Office of Equity and Human Rights, City of Portland, Oregon

Equity Footprint
Frontline Solutions

Racial Equity Toolkit: Applying a Racial Equity Lens to Your Organization
Monica Joe Reuben Waddy, Housing Development Consortium

REJI Organizational Race Equity Toolkit
JustLead Washington

Resonance: A Framework for Philanthropic Transformation
Justice Funders

## QUESTIONS AND RACIAL IMPACT TOOLS

Advancing Racial Equity and Transforming Government: A Resource Guide to Put Ideas into Action
Government Alliance on Race and Equity

Concentric Circles: Unpacking Privilege and Power
Maggie Potapchuk, MP Associates

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| [Questions for Grantmakers: Understanding How Structural Racism Affects Grantees](#)<br>Funders for LGBTQ Issues | |
| [Racial Equity Impact Assessment Toolkit](#)<br>Race Forward | |
| [Racial Equity Toolkit to Assess Policies, Initiatives, Programs and Budget Issues](#)<br>Seattle Race and Social Justice Inititiative | |
| [Social Determinants Framework](#)<br>Sonali Sangeeta Balajee, et al., Multnomah County, Oregon | |
| [Strategic Questioning: An Approach to Creating Personal and Social Change](#)<br>Fran Peavey | |
| [Tools for Thought: Using racial equity impact assessments for effective policymaking](#)<br>Annie E. Casey Foundation | |

## OPERATIONALIZE — INTERNAL PROCESSES & PRACTICES

### ADDRESSING WHITE DOMINANT CULTURE AND CENTERING PEOPLE OF COLOR

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|---|---|
| [BlackSpace Manifesto](#)<br>BlackSpace | |
| [Challenging White Dominant Culture: Time to Look in the Mirror](#)<br>Lupe Poblano, CompassPoint | |
| [Decentering Whiteness and Creating Inclusive and Equitable Conferences: A Tip Sheet](#)<br>N. Aruliah, S. Balajee, S. Butler, B. Calhoun, D. Goodman, S. Leiderman, E. Morrison, and M. Potapchuk | |
| [Five Ways to Center People of Color](#)<br>Erin Okuno, www.fakequity.com | |
| [Interrupting White Dominant Culture in Museums](#)<br>Mike Murawski, Art Museum Teaching | |
| [Paying Attention to White Culture and Privilege: A Missing Link to Advancing Racial Equity,](#)<br>Gita Gulati-Partee and Maggie Potapchuk, Foundation Review | |
| [Transforming Culture — An Examination of Workplace Values through the Frame of White Dominant Culture](#)<br>Merf Ehman, Columbia Legal Services, Management Information Exchange Journal | |
| [White Dominant Culture & Something Different: A Worksheet](#)<br>Partners for Collaborative Change | |
| [White Supremacy Culture](#)<br>Tema Okun, dRworks | |

### CAUCUSING[16]

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|---|---|
| [Building an Effective White Caucus](#)<br>Roots of Justice | |
| [Racial Affinity Group Guidelines](#)<br>Ruth King | |
| [Race Caucusing in an Organizational Context: A POC's Experience](#)<br>Kad Smith, CompassPoint | |
| [Racial Identity Caucuses](#) | |
| [Racial Identity Caucusing: A Strategy for Building Anti-Racist Collectives](#)<br>Crossroads Antiracism Organizing and Training | |

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16  Caucusing is used as a method to build knowledge and skill capacity. "The value of caucusing is so both white people and people of color have intentional space and time to focus on their respective work to dismantle racism and advance racial equity. Caucusing does not happen instead of integrated groups; rather, caucusing can lead to more authentic and powerful integrated groups." Ibid.  Gulati-Partee and Potapchuk.

| HIRING/RECRUITING/PROMOTION |
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| [Equitable Hiring Tool](#) <br>    Racial Equity and Social Justice Initiative |
| [Equity in Hiring and Employee Development](#) <br>    City of Madison, Wisconsin |
| [Equity, Diversity and Inclusion in Recruitment, Hiring and Retention](#) <br>    Urban Sustainability Directors Network |
| [Inclusion, Belonging, and Excellence for One King County: Addressing Implicit Bias, Racial Anxiety, and Stereotype Threat](#) [Facilitator Guide] <br>    King County Office of Equity and Social Justice |

| FINANCES AND PURCHASING |
|---|
| [Addressing Racially Biased Financial Analysis](#) <br>    Nonprofit Finance Fund |
| [Contracting for Equity](#) <br>    Local and Regional Government Alliance on Race and Equity |
| [Directory for Equity](#) <br>    Woods Foundation |
| [Guidelines for Promoting Racially Equitable Purchasing](#) <br>    Annie E. Casey Foundation |
| [MCF's Supplier Diversity Policy and Practice](#) <br>    Minnesota Council on Foundations |
| [Race and Social Justice Initiative — Budget and Policy Filter Supplemental Toolkit](#) <br>    City of Seattle, Washington |

| OPERATIONALIZE — <br> STRATEGY, COMMUNICATION, POWER & MOVEMENT-BUILDING |
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| COMMUNICATIONS AND MESSAGING |
| [Discussion Guide: Common Good Message Box](#) <br>    Building Movement Project |
| [How to Tell Compelling Stories while Avoiding Exploitation](#) <br>    Abesha Shiferaw, Nonprofit Technology Conference |
| [Moving a Racial Justice Agenda: Naming and Framing Racism](#) <br>    The Western States Center |
| [Moving the Race Conversation Forward](#) <br>    Race Forward |
| [Story-Based Strategy 101](#) <br>    Center for Story-Based Strategy |
| [Talking About Race Toolkit](#) <br>    The Center for Social Inclusion |
| [Telling a New Story: A Collaborative Checklist for Social Justice Leaders Using Narrative Strategies for Change](#) <br>    The Opportunity Agenda |
| [Ten Lessons for Talking About Race, Racism and Racial Justice](#) <br>    The Opportunity Agenda |
| [The Business Case for Racial Equity](#) <br>    Altarum Institute and W.K. Kellogg Foundation |
| [We ARE (Advancing Racial Equity)](#) <br>    Consumer Health Foundation |

| STRATEGIES AND POLICY DEVELOPMENT |
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| Authentic and Equitable Partnerships: A Framework for Building Movements<br>    Gita Gulati-Partee, OpenSource Leadership Strategies, and Maggie Potapchuk, MP Associates,<br>    for Funders for Reproductive Equity |
| By the Numbers: Using disaggregated data to inform policies, practices and decision-making<br>    Annie E. Casey Foundation |
| Ecosystem Grantmaking: A Systemic Approach to Supporting Movement Building<br>    Akonadi Foundation |
| How Can We Choose Strategies for our Action Plan?<br>    MP Associates and Center for Assessment and Policy Development |
| Journey Toward Intersectional Grant-Making<br>    Mari Ryono, Funders for a Just Economy, A Program of the Neighborhood Funders Group |
| Ten Essential Questions for Policy Development, Review and Evaluation<br>    Associated Black Charities |

| TRACKING PROGRESS/EVALUATION |
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| Evaluating Community Organizing<br>    Catherine Crystal Foster and Justin Louie |
| How Can we Create Reasonable Expectations for the Success of the Group's Strategies While Still Being Accountable?<br>    Center for Assessment and Policy Development |
| How Can We Design Survey Interviews And Questionnaires To Give Us The Best Information Possible?<br>    Center for Assessment and Policy Development |
| How Can We Lay Out Assumptions To Understand Our Theory of Change?<br>    Center for Assessment and Policy Development and MP Associates |
| How Can We Tell If Our Strategies Are Powerful Enough For The Changes We Want?<br>    Center for Assessment and Policy Development |
| Multiple Ways of Knowing: Expanding How We Know<br>    Elissa Sloane Perry and Aja Couchois Duncan, NonProfit Quarterly |

| POWER BUILDING AND ORGANIZING CASE STUDIES |
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| As the South Grows: Strong Roots<br>    Ryan Schlegel and Stephanie Peng, NCRP |
| Building Power<br>    Power Moves, National Committee for Responsive Philanthropy |
| The Case for Funding Black-Led Social Change<br>    Susan Taylor Batten, ABFE, and Nat Chioke Williams, Hill Snowden Foundation |
| Changing the Conversation: Philanthropic Funding and Community Organizing in Detroit<br>    Allied Media Project, Detroit People's Platform, and Building Movement |
| Fertile Ground: Women Organizing at the Intersection of Environmental Justice and Reproductive Justice<br>    Kristen Zimmerman and Vera Miao, Movement Strategy Center |
| From the Roots: Building the Power of Communities of Color to Challenge Structural Racism<br>    Akonadi Foundation |
| Labor/Community Strategy Center Case Study<br>    Fern Tiger Associates |
| Measuring Love in the Journey for Justice: A Brown Paper<br>    Shiree Teng and Sammy Nuñez |
| Organizing Transformation: Best Practices in the Transformative Organizing Model<br>    Steve Williams, Rosa Luxemburg Stiftung |

| MOVEMENT BUILDING FRAMEWORKS AND CASE STUDIES |
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| 14 Characteristics of an Intersectional Mass Movement<br>    Drew Serres, Organizing Change |
| BOLD Report 2017<br>    N'Tanya Lee, Prudence Browne, and Zuri Murphy, BOLD |
| Crisis Pimping or Preparedness? Investing in Social Movement Encapsulation<br>    Allen Frimpong, Movement Netlab |
| Funding Movement Building: Bay Area Approaches<br>    Bay Area Justice Funders Network |
| Living Resource Systems: A New Approach for Supporting Movement Networks<br>    Movement Netlab |
| Making Change: How Social Movements Work and How to Support Them<br>    Manuel Pastor and Rhonda Ortiz, Program for Environmental and Regional Equity,<br>    University of Southern California |
| Movement Cycles in the Struggle for Black Lives<br>    Movement NetLab |
| The Practices of Transformative Movements<br>    Movement Strategy Center |
| Transforming Lives, Transforming Movement Building: Lessons from the National Domestic Workers Alliance<br>    Strategy – Organizing – Leadership (SOL) Initiative<br>    Jennifer Ito, Rachel Rosner, Vanessa Carter, and Manuel Pastor<br>    USC Program for Environmental and Regional Equity |

Being a foundation, donor network, or affinity group that claims commitment to racial justice is not just about adopting a new practice or talking about racial justice more in your external messages or shifting grantmaking dollars. Each of those are important steps. To sustain the commitment over the years, to build your credibility and relationships with your grantees and the communities you work in, to work in authentic partnership with groups in the racial justice movement, and to ensure your actions reflect your commitment, requires a deep investment in integrating racial justice in policies, practices, grantmaking, culture, and ethos.

And to transform the philanthropic sector, it is imperative for foundations to do base building and organizing within philanthropy, to be vulnerable and share your progress and your failures with humility, and fully support other foundations' racial justice work by holding each other accountable to disrupt the status quo of how philanthropy reinforces and maintains systems of oppression, colonization, and white supremacy. Philanthropy must see this as its core responsibility, to imagine transformation is possible, and then be willing to make bold accountable investments and take the risks necessary to collectively achieve racial justice. ■

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"Without new visions, we don't know what to build, only what to knock down. We not only end up confused, rudderless and cynical, but we forget that making a revolution is not a series of clever maneuvers and tactics, but a process that can and must transform us.  Protesting, organizing and education are all essential to activism, but they're not the entire story.  To be most effective, we must also create spaces to cultivate collective freedom dreams.  We live in a society where destruction has become the dominant culture, to be truly revolutionary, we need to create space built on love and solidarity."

—Robin D. G. Kelley
Professor of American History at UCLA and author of
*Freedom Dreams: The Black Radical Imagination*