



Developing a Racial Justice and Leadership Framework to Promote Racial Equity, Address Structural Racism, and Heal Racial and Ethnic Divisions in Communities

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Deborah Meehan, Executive Director
Claire Reinelt, Director of Research and Evaluation
Elissa Perry, Learning Partner

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INTRODUCTION

The recent election of our first bi-racial president and the election process itself has dramatically shifted the current leadership landscape and opened new opportunities for work on racial equity in communities. The presidential elections have given us a glimpse of new possibilities for social movement building using social network platforms that unleash the self organizing motivation and abilities of regular folks who are compelled by passion and vision to step into leadership roles. Notions of leadership are being democratized as people are moved to act by the belief that they can make a difference. While the election of a bi racial president hardly signals a new chapter in race relations, it does create an opening for more inclusive leadership models. When the Leadership Learning Community conducted research on leadership and race, many people of color explained that their leadership was not recognized or valued when they exercised leadership that was more aligned with their cultural values, and often more collective in nature. The "Yes we can" motto of the Obama campaign signifies an important shift from the command and control model of leadership to one that is more collective and emergent. This shift creates new opportunities to expand and leverage social equity work.

BACKGROUND

The W.K. Kellogg Foundation has recently been engaged in a process of reflection and evaluation to find creative and innovative ways to use philanthropic resources to catalyze changes in life outcomes for children, families, and communities. The Foundation understands the effects that structural racism and oppression have in making children and families of color more vulnerable to poverty, violence, and injustice. The Foundation is committed to racial equity and to use its grantmaking to achieve tangible results towards this cause.

If significant progress is going to be made to help poverty-stricken children, their families and their communities to make any amount of sustainable change, then we must face the reality that structural and institutional racism has undermined - and will continue to undermine if not dealt with - the effectiveness of our grantmaking. If racial equity is not achieved in our social and economic systems, we can never hope to give each child in our country the opportunity to reach his or her full potential.--
Joe Stewart, Chair of the Kellogg Foundation Board of Trustees

In early 2009, the Leadership Team at the W.K. Kellogg Foundation commissioned a scan to identify promising strategies for supporting and developing leadership that can make significant progress on undoing structural racism; and healing, repairing and reconciling communities. This public document shares some of the core insights from the scan and highlights a number of national programs that are doing leading edge work in these areas.

A RACIAL JUSTICE AND LEADERSHIP FRAMEWORK

Over the past ten years, much experimentation and learning has occurred about how to catalyze and create just and equitable communities with improved outcomes for individuals, families, and neighborhoods. In this scan we highlight lessons learned from

community-based collective leadership efforts and racial equity work in order to provide a framework for investing in leadership that can bring about greater racial equity in communities.

Racial Justice Strategies: A Framework for Progress

Maggie Potapchuk describes three broad pathways for achieving goals related to race relations and racial justice: individual, inter-group and institutional. (Maggie Potapchuk, *Cultivating Interdependence: A Guide for Race Relations and Racial Justice Organizations*, 2004.)

- *Individual approaches* focus on building the knowledge, awareness, and skills of individuals to increase cultural and racial awareness, confront prejudices and stereotypes, and address power dynamics, racism, internalized white supremacy, and internalized racism.
- *Intergroup approaches* bring people of different racial and ethnic identity groups together to dismantle stereotypes, build relationships of trust and work together to solve problems and conflicts together.
- *Institutional approaches* focus on strengthening the capacity of organizations and institutions to communicate about race, organize and mobilize for change, and advocate for more inclusive policies and institutional practices that reduce disparities and promote racial equity.

All three approaches address important aspects of the change process that are required to make progress on racial equity. Although each strategy has value by itself in the appropriate context; when they are combined together aligning efforts at multiple levels (e.g., individual, intergroup and institutional) breakthrough changes become more likely.

Leadership for a New Era: A New Leadership Landscape for Addressing of Structural Racism

The Leadership Learning Community (LLC) believes that it is important to ask ourselves what in our current leadership thinking and practice needs to change if we are to tackle deep social inequities. For the past eight years the LLC has engaged hundreds of leadership development funders, program staff and researchers in learning about how to cultivate leadership that is inclusive, rooted in community values, action-oriented and focused on results. In the process of our work together, we have identified the need for a much broader and more culturally inclusive approach to cultivating and sustaining leadership that focuses on nurturing and supporting teams, networks, and communities; and prepares individuals to lead collectively with others whose leadership cultures and practices differ from their own.

As we experience a declining economy it is ever more critical that we look at how we can extend the reach and impact of leadership action for racial equity. As the economic and social divides widen, many anchor organizations serving poor communities will not survive the current crisis without developing new collaborative approaches. Many of these organizations are building the leadership capacity of people of color who have been excluded from leadership positions; and transforming the conditions that sustain dominant approaches to leadership that are inadequate for addressing serious social inequities. PolicyLink has documented that supporting people of color to take on advocacy and leadership roles within their communities is a prerequisite for reducing poverty and

disparities.[1] In a study on why people of color are not moving into leadership positions within the nonprofit sector, LLC found that leadership culture and organizational practices devalue the contributions of people of color.[2]

There are several opportunities and urgent demands for radically changing the leadership status quo.

- The anticipated transfer of leadership[3] creates an opportunity to diversify the sector; however, without a more inclusive leadership culture the under-representation of people of color could worsen.
- The election of Barack Obama demonstrated a new leadership landscape with a massive mobilization using decentralized self-organizing strategies, unprecedented levels of civic engagement and the election of our first bi-racial president.
- The development of new social technologies presents unique opportunities to connect leaders to reach new scales of influence; however, realizing this potential requires a much deeper understanding about how leadership emerges within networks and communities of learning and practice.[4]
- The burden of the economic recession will fall most heavily on low wealth and vulnerable communities without strong leadership with a racial equity framework.

In order to respond to these changes, and reach the scale and scope required to support systemic change, we now have to take full advantage of a changing leadership landscape to transform how we develop and support leaders with a new consciousness about leadership. The dominant thinking about leadership places a very strong emphasis on the individual's role in change. Often an individual's contribution takes on heroic proportions causing us to lose sight of leadership as a dynamic interconnected process that relies on many individuals. We focus on this question because we believe that if we continue to operate from the current heroic, individual model of leadership we will not be able to eliminate the inequities that persist.

Support the Leadership of People of Color: People of color will continue to be under-recognized for their leadership contributions and will be under-represented in leadership positions without more culturally inclusive leadership models. Many people of color interviewed by LLC explained that their leadership is rendered invisible when they do not conform to the dominant leadership norms that privilege a directive style of leadership even when they are actually accomplishing more through a facilitative style that unleashes team capacity.[5] The leadership values of love, equity, justice, and community, which are critical to leadership success for people of color, are often not supported within the dominant leadership models. The privileging of a model aligned with the dominant culture perpetuates internalized oppression, discrimination and white privilege. As a result, people of color will not have influence at policy tables, in designing community based solutions, and in addressing disparities along a number of political and socio-economic dimensions.

Strengthen Collective Leadership Capacity: James MacGregor Burns, often considered the father of the leadership development field and author of the seminal leadership book *Leadership*[6], was asked in a recent interview about the next frontier for the field of leadership. Without hesitation he answered, "We need to better understand leadership as a collective process." There is a growing recognition that individual leaders need to be trained to work more effectively to unleash the collective leadership capacity of a group; and to better understand how diverse groups, especially those representing multiple organizations and stakeholders, identify shared purpose and vision and create capacity for

coordinated action. Some programs have expressed concern that the selection and recognition of individuals may actually undermine the collective process and diminish the work of many who share responsibility for achievements. Models that support and develop collective action are critical for a community's voice and ability to organize to address social and economic disparities.

Build and Sustain Leadership Work Across a Wide Spectrum of Differences: Many foundations have responded to the concerns that racial divides will degrade the quality of life and social equity in our communities by investing in leadership programs that build the capacity of individuals to connect across racial and ethnic differences. Solving community problems requires an integrated cross-sector leadership approach focused on systems-wide change rather than individual leadership that tackles problems as isolated special interests.[7] Focusing on the individual leader does not support an integrated, community problem-solving approach. The fragmentation of the non-profit sector persists with most leadership programs focused on organizational improvements that are not able to address sector-wide problems with systemic thinking and solutions.

Leverage Current Network Trends: Current technological developments and organizing trends are rapidly increasing the potential of ad hoc groups and networks to lead change work. If the current assumptions about the power of the individual to exert influence (usually in an organizational context) persists, we will continue to maintain the leadership status quo and undermine the change processes that are needed to solve complex problems in the current environment.

Enhance Leadership within Communities: Leadership is deeply embedded in relationships and communities. Developing the skills and capacities to work effectively with others in communities is not accomplished by pulling people out of place and away from their community connections. Place-based leadership development strategies have demonstrated success in more effectively addressing and solving community problems because they engage a broad cross-section of leaders and are more responsive to the community's needs.[8] The work of KLCC has been pioneering in this regard.

Create Social Equality: Most leadership programs work at the scale of individual and organizational change. We are seeking fundamental systemic structural changes in the conditions that have created a tremendous wealth gap and disparities in access to education, health, employment, housing, quality of life and safety and well being. Until our leadership thinking and practices are connected by a strategic perspective on the systemic change we need, we will not be able to create the political will or muscle to create social equity.

As leadership programs recognize and support the emergence of a new leadership paradigm, they will significantly contribute to the achievement of racial equity goals such as changing the public discourse around race, validating more collective leadership approaches of people of color leading community-based organizations, facilitating community healing by supporting leadership approaches the build relationships across differences, and building networks that connect community organizations and policy advocates.

Building Momentum for a New Leadership Paradigm

LLC's collaborative Learning Initiative was formed to push forward new models of

leadership work that validate leadership approaches that are more inclusive of people of color. We are highlighting strategies for supporting leadership work across difference, strengthening collective leadership action, leveraging leadership networks, supporting unrecognized community leadership, and systemically addressing social and economic disparities. Foundations, thought leaders and cutting edge leadership programs are coming together as partners united around the need to challenge the dominant leadership culture.

One of LLC's partners in the Learning Initiative is the Center for Ethical Leadership. CEL has partnered with Kellogg since 2002 on the KLCC initiative experimenting with new approaches to developing and supporting place-based collective leadership. Key principles of their leadership approach include:

- honoring the authentic leadership styles of people of color
- strengthening collective leadership by developing shared values, vision, and joint actions
- developing leadership within a place-based community context rooted in deep relationships and concrete knowledge
- expanding the focus from individual development to community development by using a community coaching model
- creating an environment and relationship norms that encourage honest connections across difference
- engaging in conversations about power and how to negotiate power relationships

Leadership for Racial Equity Paradigm Requires a Different Philosophy

The dominant paradigm often focuses on providing individuals with knowledge and skills to increase their capacity to move into leadership roles. Leadership programs that take a deficit approach to leadership, supplying the missing skills or tools, often run the risk of reinforcing power dynamics that privilege external expertise and solutions that fail to address the structural ways in which power and privilege are perpetuated. It is important that leadership approaches build on community based power with a framework for understanding and tackling the institutionalized causes of economic disparities that show up along lines of race. Based on LLC's considerable research on community-focused leadership development efforts, we have identified four core elements of a leadership philosophy that we believe are essential to addressing inequities that persist because of race, power, and privilege. They are community determination, asset-based, experience-driven, and relational.

Community Determination

Community determination refers to the ability and opportunity for the community to give voice to their vision through a participatory and collective process. When all stakeholders are able to participate in or at least see themselves in the development and implementation of strategies for change, success is more likely. It has been clearly documented that those closest to a problem are most likely to develop effective solutions. That said, it is not uncommon for external researchers to study and develop strategies without engaging those most affected in the process. Leadership development can serve to facilitate community engagement in collective problem solving and help bring people together across lines of difference to reveal shared concerns and opportunities for collaborative responses. As Mario Gutierrez of Poder Popular noted, having all voices involved changes the point of view of everyone involved. When, for instance, farm workers were engaged in an initiative, others in the community stopped seeing them as "victims of industry or perpetrators of wrong-doing" and instead viewed them as "community assets who were an integral part of

the solution and partners in creating healthy communities and a healthy workforce.” [9]

Asset-Based

Focusing on assets instead of deficits is critical when working with previously neglected or underserved populations who have been labeled and placed into a range of deficit categories by social service agencies not representative of their communities. Identifying and building upon assets builds confidence and a sense of self-efficacy that may have been missing from years of internalized oppression. Leadership enhancement efforts can provide safe and nurturing spaces for people in communities to begin appreciating their individual and collective talents, skills and strengths. The KLCC program created an ethos of "brining one's gifts" as an acknowledgement that everyone had strengths to contribute to community change. Cultivating this base of strength and power builds the capacity of communities to tackle structural racism.

Experience-Driven

Leadership development efforts are more successful when they tap into personal commitment, passion for change and lived experiences. People learn more when they can draw on their own experiences and that of others in their community. Often leadership programs build in projects that enable participants to apply their learning in their own contexts. When individuals are taken out of context or place for leadership development they often end up feeling isolated from their community and frustrated when trying to implement new strategies alone. What is often missing from leadership programs are leadership enhancement strategies that are deeply embedded within organizations, communities, and campaigns that develop leadership in the context of joint work and collective action.

Relational

Leadership is relational. Oftentimes attempts to acknowledge the contributions of a single leader undermine the communal effort that is required for any change to occur. Collective power in marginalized communities is strongest when it is deeply relational across the boundaries that divide people from one another socially and economically. Facilitating opportunities for leaders to get to know one another personally builds trust that once established continues to grow over time. To strengthen an organic network of relationships in a community requires “rethinking” who should be the beneficiary of leadership and how people in communities move in and out of leadership over time.

Specific Leadership Strategies that Enhance Leadership for Racial Equity

In reviewing scans and evaluation research on place-based leadership development and leadership development among people of color from low-income communities, we identified some key components of successful programs that align with the racial equity strategy and framework.

Approaches that build the capacity of individuals and communities to deal with the impact of internalized oppression and prejudice, and a history of racial trauma

Listening

Listening is the beginning of any meaningful relationship. Cassandra Shaylor of Justice Now in Oakland gave this description of listening in the report, *A Dance That Creates Equals: Unpacking Leadership Development*, “listening [is when] each person makes sense of his or her actions and searches for common space without denying the validity of [the]

other's point of view.” When people are heard and take the time to hear one another, the work has already begun.

Storytelling

Through sharing stories communities build their identities, pass on traditions, and construct their reality. Poder Popular uses storytelling to open the pathways for people with different cultures and traditions to find common ground. By sharing stories, an Oaxacan community and a Hmong Ocean community living in the same region discovered their commonalities and shared traditions in weaving, dance and other community traditions. After this discovery, the communities invited one another to take part in each other's celebrations and traditions. Finding a shared appreciation in each other's cultures made working together much more collective, committed, and interdependent. Storytelling is also a way for people to speak about their experiences with injustice. Stories touch people in ways that other forms of speaking do not, and often open up new opportunities for healing that create new realities. As Meg Wheatley notes, "you don't fear people whose story you know."

Healing

Often in communities there are long-standing sources of pain and suffering that have created deep divisions within the community. When these are unattended, progress becomes difficult. Successful leadership programs use healing practices like dialogue, story circles, rituals, and spiritual practices to surface deep feelings and create the space for healing to begin. While much of this work occurs in faith-based programs, or those with an explicit spiritual dimension, its power is often overlooked in other contexts. In one community leadership program working on violence prevention, participants threw out a proposed curriculum on media work and advocacy because they felt that the most important work they needed to undertake to be strong leaders in their communities was healing. They organized their own healing process using the skills of one of the Native American participants to lead this work.

Inner work

Healing at the community level often requires deep personal inner work to heal internalized oppression at the individual level. A participant from one leadership program for people whose lives had been touched by violence talked about how angry he was at everyone when he first came into the program. When others in the group began to share their stories in a safe space, he was surprised to see the similarities in their experiences. Together they began to see more clearly how they were all victims of a larger system which gave them a place to focus their internalized anger. Programs and strategies that pay attention to this deep inner work often utilize retreat like spaces where participants can engage in reflection away from the stress and trauma of their lives. The reflection process can be enhanced by values exercises, journaling, meditation, feedback processes, and storytelling. To encourage open exploration it is important to also create a safe environment with ground rules created by the group that includes things like confidentiality, respect, and listening.

Facilitation and Convening Skills

The ability to bring people together to build relationships across differences, find common ground, and act together collectively depends on having the skills to listen deeply, create gracious or safe space for people to talk from their heart and be heard by others, and to use a variety of methodologies that get many different ideas and perspectives in the room and create the space for people to make connections and engage in peer learning. Knowledge of, and the ability to use methodologies such as the art of hosting, Open Space, and World Cafe enhance collective leadership.

Community Coaching

Community coaching is a strategy for guiding and supporting communities to go deeper in their ability to understand one another and work through conflict, and break through barriers or ruts in thinking that prevent community progress. Community coaches create places for safe dialogue about divisive issues and assist teams to develop consensus and commitment. They ask questions that help groups identify the barriers that keep them from making progress. They provide a clear focus on where the group wants to go, who needs to be present to get there, and what possibilities exist. Community coaching is "an extremely effective tool for helping groups reframe their operating systems, unleash new ideas, and transition to new leadership and negotiate partnerships...[all of which] are critical competencies for successful community-building." (Coaching for Community and Organizational Change)

Approaches that build the capacity of individuals and communities to address structural racism

A Social Justice Framework

Programs that effectively address structural racism have explicit frameworks that support individuals and communities to identify oppression and reveal the power dynamics that create inequities. One program in the San Francisco mission district had an oppression framework that engaged young people through drama and art projects in understanding their experiences through the lens of institutionalized racism. These workshops helped young people make meaning of their experiences and moved them from internalizing their oppression in self destructive gang involvement to community activism.

Place Based Leadership Approaches

PolicyLink has identified the extent to which racial disparities are linked to place, even neighborhoods. To deal with the concrete manifestations of structural racism as it exists within a specific community requires the mobilization of individuals and groups with an intimate knowledge of the history, politics, local institutions and economy. Leadership approaches that are embedded within a community context build enhanced collective leadership capacity that is capable of addressing real time and relevant issues among individuals and groups who have sustainable relationships with one another and a shared understanding of disparities in their community.

Policy/Advocacy Skills

Emphasis on developing advocacy and policy skills is a growing focus of leadership programs that are seeking social justice and racial equity. A recent PolicyLink report emphasized the importance of providing advocacy and policy training if people of color are to be effective in organizing for systemic solutions. Often this takes the form of collaborative policy projects through which leaders learn how to influence policy.

Organizing Skills

The mobilization of communities to address power inequities depends on effective organizing skills. These skills are often developed in the context of a community campaign. Campaign based leadership development is especially effective working with youth because it offers them a way to understand their own experiences, and take action that changes what's possible for them and others. When leadership development takes place in a campaign or community context there is also increased likelihood that

participants will sustain collaborative relationships beyond the specific leadership development activity.

Approaches that create access to resources and power for people of color from low-income communities

Mentoring

Mentoring is a strongly endorsed practice for helping people of color from low-income communities to gain increased access and success in leadership positions. This strategy is often underutilized in leadership programs. To use this strategy effectively, programs need to be intentional about focusing on mentoring as a two-way relationship, in which both partners need support to understand and engage effectively with each other.

Internships

Internships offer important opportunities for skill-building and relationship development that can open doors for job opportunities with potential for leadership development. The ability of people from low-income communities to access internships often depends on compensating their participation.

Leadership Development Pathways

Leadership programs can provide pathways to leadership for those who have been denied access to education. Programs that offer opportunities to progress through a number of leadership stages are more responsive to developmental needs because they enable people to master leadership learning before moving to the next level. For instance, one youth leadership development program begins with the “Activist as Learner” and progresses to “Activist as Trainer” and “Activist as Facilitator for Leadership Development.”

Networking

Access to strengthened and expanded networks is particularly important to people who have been marginalized and cut off from mainstream networks that wield power and opportunity. In addition to expanding personal and professional leadership networks, some programs nurture networks within communities. An exemplary model of a networked approach to community-building is offered by Lawrence CommunityWorks. They have identified core elements for successful networked approaches to community-building.

- *Have fun first.* Community building does not start in meetings, it starts with eating and talking and creating opportunities for people to build relationships.
- *Rely on value to attract members.* People participate because they get value out of the connections they have with others.
- *De-emphasize positional leadership.* Groups form in informal, provisional and flexible ways and leaders often change.
- *Keep networks open and accessible to new people.* People come and go so it is important to use facilitation techniques that enable the community to hold on to institutional memory while welcoming new voices.
- *Identify and support network weavers.* Since the value of networks depends on connections, there is no more valuable role than helping others to form and find those connections.
- *Build a network environment that is information rich.* Networks are most valuable when members have access to good, timely information, and see themselves as “transmission nodes”
- *Create environments that foster peer-to-peer connections.* Build in informal time at

meetings, design spaces that encourage intimacy and “comfortability”, and encourage people to have doorstep level connections.

- *Offer many choices about how to be engaged.* Having many small, short-term activities that resonate with members that they can choose to get involved with increases participation.
- *Listen to the network.* Find out what people in the network think is valuable, what they are doing with their time and energy.
- *Track network activity.* Keep track of what people in the network are doing in order to “wield aggregate power” or leverage the collective impact of small actions.

Compensating Participation

Paying people from low-income communities to be at the table, join the conversation, and help shape the agenda in ways that are relevant to their communities is one approach that addresses the financial limitations that keep people of low income from participating in meetings. Planned Parenthood has used this strategy to bring young women community activists together with clinic staff to develop programs and strategies that are informed by those working closest to the ground. Another approach is providing scholarships to encourage participation. The Chicana/Latina Foundation provides scholarship recipients with an opportunity to become part of a fellowship program that seeks to provide them with insights into their strengths and promote new relationships.

Mini-Grants

Providing access to small amounts of money to support new ideas or prototypes that experiment with new ways of organizing or developing leadership is a way to incubate innovative solutions, and seed potential collaborative partnerships. Encouraging collaborations and partnerships across boundaries accelerates the potential for mini-grant impact.

NATIONAL EFFORTS TO BUILD LEADERSHIP CAPACITY FOR ACHIEVING RACIAL EQUITY

In this section we describe efforts to support, enhance and develop leadership that promotes racial equity, addresses structural racism and heals racial and ethnic divisions in communities. There are a number of national programs that have created and refined leadership approaches to addressing race relations, healing and structural racism, and who have partnered extensively with local communities (see Attachment A for more in depth program profiles). Below we describe some of those program approaches. We also highlight several organizations that are doing leading edge research and evaluation work to measure and document progress on racial equity.

Communities and Dialogue

Several national programs have well-developed tools and approaches for supporting people to face racism in their communities. **Everyday Democracy** uses a dialogue-to-change approach that supports communities to bring together people from a variety of racial, ethnic and cultural backgrounds to examine the gaps among racial and ethnic groups where they live, explore approaches to creating greater equity, and create lasting change in their community. Everyday Democracy has documented its results in communities around the country. **Building Beloved Communities**, a project of **IDR/PC**, uses a learning community approach to support local communities that fuse spirituality and social justice activism. They have identified and formed a trusted network of diverse local communities, provided occasions for their interaction (e.g., workshops) and generated resources (e.g.,

Beloved Community Study Guide) in order to deepen and magnify their impact. The **Center for Ethical Leadership** works with groups, organizations, and communities to create “gracious space” to hold open and honest conversations about difficult issues. The Center has been a pioneer in developing tools for supporting the emergence of collective leadership. The **ColorLine Project** sponsored by **Animating Democracy** used performance and community storytelling to stimulate public dialogue about racism. In Flint Michigan, the Flint Youth Theatre illuminated the issues of youth violence producing a script that emerged from seven months of community dialogue.

Communities and Policy

PolicyLink works directly with communities by supporting local leaders to advocate for policy change that will create and sustain equitable development in their communities (e.g., diverse, mixed-income/mixed-wealth neighborhoods). They distribute an equitable development toolkit, provide technical assistance and support, and offer leadership training to increase the participation, skills, and knowledge of people of color and low-income individuals in the policy development process. The **Center for Social Inclusion** partners with communities of color and other allies to create strategies and build policy reform models to end racial disparity and promote equal opportunity. They guide communities through the policy process: conducting applied research, translating it, teaching communities, informing the public, convening stakeholders, nurturing multiracial alliances and supporting advocacy strategies.

Activists

Other national programs focus on supporting social justice activists to address issues of structural racism. The **Racial Justice Leadership Institute** offered by the **Applied Research Center** is a seminar for social justice activists who wish to sharpen their skills and strategies to address structural racism and advance racial equity. **IDR/PC** has a Next Generation leadership training to increase the participation of people of color and low-income individuals in the policy development process. They partner with local/state organizations to offer this training. The **People's Institute for Survival and Beyond** offers workshops to community organizers and educators on undoing racism. They have been highly praised for the quality of their anti-racist analysis work.

Organizations

VISIONS supports organizations through a multicultural organizational development process that includes a climate assessment, the creation of support groups or taskforces, workshops that use experiential learning, and building the capacity to work on issues of race and culture long-term.

Evaluation

Several organizations are doing pioneering research to develop approaches to document and evaluate progress towards racial equity. The **Center for Assessment and Policy Development** has developed a logic model toolkit for communities to use that are seeking to create racial equity. The **Effective Communities Project** did in-depth case studies with ten organizations and developed a set of common characteristics they found in successful efforts that were "moving the needle" of progress towards greater social justice and social equity. **MP Associates** conducted case studies on community change initiatives to address racial inequities. They documented outcomes at both the individual and institutional levels.

CONCLUSION

This scan has documented ways in which the leadership paradigm is shifting. The heroic paradigm of leadership that privileges white, male, individual leadership is being questioned and challenged from many directions, and in many communities and organizations. The current state of the economy, the rise of social technology, and the election of a new president have expanded the potential for making breakthrough changes in leadership that is more inclusive, networked, collective and participatory. This shift will significantly increase the capacity to bring about positive changes in life outcomes for children, families, and communities of color.

We have pointed to a number of programs that are enhancing leadership capacity to work across differences, take collective action, and address the systems that perpetuate racial inequities in communities. Those programs with the most promise combine approaches that build capacity for personal and inter-group healing and reconciliation and address the structural ways in which racism is perpetuated. They also demonstrate the capacity to partner effectively with local allies, and document and learn from their efforts.

Attachment A

National Programs

Programmatic Resources

Animating Democracy

1000 Vermont Avenue, NW
6th Floor
Washington, DC 20005
T 202.371.2830

Animating Democracy fosters arts and cultural activity that encourages and enhances civic engagement and dialogue. It is based on the premise that democracy is animated when an informed public is engaged in the issues affecting people's daily lives. They have run a number of Animating Democracy Labs. Two of those that are relevant to this study are described below.

The [Color Line Project](#) is a performance and community story-collecting project that encourages and trains local scholars, activists, and artists to draw upon Civil Rights Movement stories and story circle methodology in their own work and to further public dialogue on contemporary issues of racism. Using story circles methodology as a dialogue form, artists work with local scholars, activists, and partner organizations to collect stories of local people about their involvement in and understanding of the Movement. Local artists then work with Junebug artists to move the community's stories to public presentation. Junebug's plays, presentations of local Movement stories, and scholar panels provide varied opportunities for facilitated public dialogues. One ColorLine Project site was in Flint, Michigan. [Flint Youth Theatre](#) produced . . . *My Soul to Take*, an original theatre piece motivated by school shootings in Flint, Littleton, and other cities. Employing an abstract and presentational staging and visual style, the production combined monologues, choral passages, music, and dances to create shifting realities that revealed the perspectives of victims, witnesses, and perpetrators of youth violence. Community dialogue occurred over seven months in independent but inter-related activities. To develop the script, Flint Youth Theatre engaged a theater artist to work with students and adults in "process drama" sessions that sought to illuminate the issue of youth violence and evoke response through drama. The National Center for Community Education, with assistance from the Study Circles Resource Center (now Everyday Democracy), coordinated study circles on youth violence weeks before and after the production, involving over 100 people in dialogue about the causes and effects of youth violence as well as action opportunities. *My Soul to Take* provided an opportunity for sustained and varied approaches to community-wide dialogue on a critical local and national issue.

Applied Research Center

[The Racial Justice Leadership Institute](#) is a seminar for social justice activists who wish to sharpen their skills and strategies to address structural racism and advance racial equity. The Institute engages people in critical analysis of current race issues and opportunities to promote equitable public policies. Unlike "diversity trainings" which focus on interpersonal relations and cultural understanding, the Institute emphasizes institutional inequality—how it disadvantages, disenfranchises and divides many communities and how it can be effectively challenged and changed. The Institute is an intensive three-day training that includes:

- Understanding structural racism and “racial justice”
- Documenting racial impact disparities and discrimination
- Strategically challenging racial inequality
- Creating equity-based policy proposals
- Shaping public debate by exposing and explaining racism

This training is offered as part of a broader Leadership Advocacy program that supports organizations across the nation confronting the complexities and controversies associated with race. The [Leadership Advocacy](#) program expands the capacity of social change organizations to explicitly and effectively address issues of structural racism, strengthen the skills, analysis and the connections of key officials, organizers, researchers, and journalists engaged in racial justice work, and develops new models for linking analysis and action to promote racial equity and institutional change.

A key publication that describes the various activities of the Racial Justice Leadership Initiative, including trainings, consultations, and curriculum development is [Building Capacity for Changing Communities](#).

Aspen Institute Roundtable for Community Change

The Roundtable’s work on dismantling structural racism and promoting racial equity consists of three interrelated components:

- [The Racial Equity and Society Seminars](#), which cultivates a highly informed cadre of influential leaders of all races who can identify what keeps structural racism in place, and catalyze and implement the kind of initiatives necessary for dismantling structural racism.
- [The Racial Equity and Society Peer Learning Forum](#), which systematically builds and disseminates knowledge about the most effective strategies for promoting the racial equity agenda.
- [Policy Research on Structural Racism](#) in various domains, with a current focus on crime, and punishment as well as youth development.

For more detailed information on the rationale behind the Roundtable's structural racism work, see [Background on the Project on Structural Racism and Community Building](#).

Recent publications of interest include:

- [Structural Racism and Community Building](#)
Roundtable on Community Change, 2009
- [Structural Racism and Youth Development: Issues, Challenges and Implications](#)
Roundtable on Community Change, 2009
- [Training for Racial Equity and Inclusion](#)
Roundtable on Community Change, 2009

The report on Structural Racism and Community Building, provides a clear and useful explanation of structural racism and its impact on communities. An earlier report, Training for Racial Equity and Inclusion, examines the strengths and weaknesses of ten specific anti-racist and race relations programs. The Training for Racial Equity report includes a set of questions to guide the selection of a training program. These questions focus on training philosophy and goals, program capacity, participants, trainers, methods and materials, assessment, outcomes, follow-up support, and commitment and logistics.

Center for Ethical Leadership

The Center for Ethical Leadership assists individuals, groups, and communities in working across boundaries to build leadership and change capacity. They developed the concept of

creating Gracious Space as a container to hold the dynamics of change and learning processes. The Center offers 3-day trainings twice a year for leaders and change agents within organizations and community groups who want to learn how to create [Gracious Space](#) for holding open and honest conversations about difficult issues. They also work directly with groups to apply Gracious Space to various contexts such as undoing institutional racism at United Way, doing healing work in Native American organizations to address impacts of oppression, and opening up civil dialogue around controversial community issues across the state of Montana.

CEL also offers a process called Confluence that calls together 50-60 people (both individually and in teams) for an in-depth process that uses dialogue, integral and systems-level thinking, and collaborative action to help people speed the success of their work for social and cultural change. Each Confluence asks a compelling question that organizes the learning of the gathering. Invitations are offered so that participants represent the widest diversity possible to bring many different perspectives to the compelling question. Confluences have addressed a variety of issues such as: poverty, the income gap, community building, and sustainability. In order to move past typical “stuck places” the Confluences engages the dynamics of race, class, gender, orientation, power, etc.

CEL has coordinated with partner organizations two 36-month sessions of the [Kellogg Leadership for Community Change](#) Series. For each session, 5-6 community sites are selected. CEL works with the sites to bring topical expertise and networks, provide or broker technical assistance, create opportunities for reflection and self-assessment, and provide coaching. The Center also supports the national learning community by planning and facilitating national gatherings for participants from across the community sites – the most recent a 3-day gathering on “building just communities” featuring a unique healing and bearing witness ceremony at Stone Mountain, Georgia. The Center has been a pioneer in developing tools for supporting the emergence of collective leadership. They have published the [Collective Leadership Framework Workbook](#).

Center for Social Inclusion

The Center for Social Inclusion works to build a fair and just society by dismantling structural racism. They partner with communities of color and other allies to create strategies and build policy reform models to end racial disparity and promote equal opportunity. With partners they conduct applied research, translate it, teach communities, inform the public, convene stakeholders, nurture multiracial alliances and support advocacy strategies. Two projects that are relevant to this scan include: (1) The [Alston/Bannerman Fellowship Program](#) that has provided sabbaticals to 200 organizers of color, working on an array of issues in communities across the nation. The sabbatical program was established in recognition of the importance of community organizing in promoting social change, with the idea that providing organizers with space to pull back from the demands of their work for a period of strategic reflection is a vital way to strengthen the movements within which they work. CSI has also created senior fellowships that bring long-time organizers together to address problems of common concern and are conveying a national network of alumni who are committed to structural transformation.

(2) [The Mississippi Quality Education Project](#) is a partnership with Southern Echo to conduct research on the performance and financing of Mississippi schools and to train community-based groups to explain the findings and recommend next steps.

Two interesting publications are:

Structural Racism and Multi-racial Coalition-building

Triumph Over Tragedy: Leadership, Capacity, and Needs after Hurricanes Katrina and Rita

Everyday Democracy

111 Founders Plaza, Suite 1403

East Hartford, CT 06108

Phone: 860.928.2616

Everyday Democracy, formerly the Study Circes Resource Center, has worked with diverse community coalitions over the past 18 years to involve all kinds of people in talking and working together to solve public problems. They document lessons and stories, and create tools that other communities can use and adapt. They make these resources downloadable without charge. They also provide customized technical assistance, and coach local people to build their own capacities to create change. They have identified several principles that underlie success: build a diverse and effective working coalition; engage across difference, and address the racial and ethnic dimensions of issues they're facing; set achievable, measurable goals for their public engagement effort; select or create discussion materials for public dialogue; and actively recruit a wide diversity of community members.

Everyday Democracy is currently engaged in a [Communities Creating Racial Equity Initiative](#). They have selected nine communities to take part in a three year effort to create and sustain public engagement and community change on issues around racial equity. According to executive director, Martha McCoy, "this project tackles one of the most pressing needs that communities across the U.S. face—to address ongoing disparities between racial and ethnic groups." With funding provided by the W.K. Kellogg Foundation and the C.S. Mott Foundation, Everyday Democracy will provide each organization with in-depth technical assistance and stipends for teams to travel to the learning exchanges. Each organization will have a chance to apply for a small grant to help them implement their community's ideas to achieve racial equity.

Everyday Democracy uses [success stories](#) and [story booklets](#) to document how a dialogue-to-change process has made a difference in communities. They have developed a number of how-to guides including their most recent one entitled [A Guide for Training Public Dialogue Facilitators](#) and a comprehensive discussion guide on [Facing Racism in a Diverse Nation](#).

The Institute for Democratic Renewal/Project Change (IDR/PC)

IDRC/PC's primary goal is to assist communities who are experiencing structural exclusion to participate more fully in the democratic process. They provide technical assistance to efforts seeking to transform local and regional policies and practices. Below are three of their current leadership, community-building and policy networking programs

Collaborations for Change: Development of a "Next Generation" Training

IDR / PC is working with local community partners — people working to bring an appreciation and understanding of the powerful connection between spirituality and activism — to develop a "next generation" to increase the participation of people of color and low-income individuals in the policy development process.

- Visioning the kind of world we want to realize, reflecting the ideal of Beloved Community
- Developing a racial analysis to serve as a tool for institutional and social restructuring

- Focusing on “How do we get from here to there?” utilizing transformational leadership behaviors and practices

Two community partners include the [Anti-Racism Training Institute of the Southwest](#) located in Albuquerque New Mexico and the Regional Center for Race Relations and Community Building in East Tennessee.

The Institute for Democratic Renewal and Project Change have produced a well-regarded [Community Builder's Tool Kit: 15 Tools for Creating Healthy, Productive Interracial/Multicultural Communities](#) that highlights efforts of 15 U.S. based anti-racism/diversity projects. The *Tool Kit* is published in six languages: Chinese, English, Korean, Spanish, Tagalog and Vietnamese. They are available free of charge and can be downloaded.

Building Beloved Communities

Beloved Communities was begun in 2004 to identify, explore and form a network of communities committed to practicing the profound pursuit of justice, racial inclusivity, democratic governance, health and wholeness, and social/individual transformation. Case studies of exemplary communities are being developed as well as a Beloved Communities Study Guide. They also provided workshops and educational programs to deepen understanding and foster the development of such beloved communities. The goal of this Initiative is to identify and form a trusted network of diverse local communities that fuse spirituality with social justice activism, providing occasions for their interaction and generating resources in order to deepen and magnify their impact. Key characteristics of beloved communities are that they are: radically diverse and inclusive, profoundly justice oriented, creative and flexible, fully democratic, built on partnerships of all kinds, committed to social as well as individual transformation, aware of the Earth's preciousness and limitations, and aimed toward health and wholeness. These communities operate according to the following principles.

- Openly urge members to become progressively involved in social justice movement,
- Practice a fusion of spirituality with social justice activism,
- Create and sustain support systems for:
 - self-assessment,
 - mentorship,
 - generating new social justice initiatives,
 - studying history and refining analyses in an effort to infer lessons to be learned,
 - encouraging collaboration and connection to other groups pursuing similar or allied goals
- Provide authentic respite and renewal
- Identify emerging trends
- Share stories
- Practice rigorous self-assessment and evaluation

One of the "beloved communities" is located in Michigan, [The Boggs Center-Detroit Summer](#). Detroit Summer is a multi-racial, inter-generational collective in Detroit, working to transform themselves and their communities by confronting the problems they face with creativity and critical thinking. They organize youth-led media arts projects and community-wide potlucks, speak-outs and parties.

The Educational Equity Network

The Educational Equity Network is a partnership between IDR/PC, Just Communities and California Conference of Equality and Justice. The Network recently decided to focus on the intersection of institutionalized racism and educational equity. Their collective aim is to tackle race-related decline in educational achievement of children and youth of color by confronting institutional and structural racism in the schools with race-conscious and race-sensitive approaches. The Network is focused on two areas in California.

The Leadership Learning Community

The Leadership Learning Community (LLC) exists to strengthen the work of those dedicated to developing leadership that can advance social equity. LLC connects a diverse group of more than 1200 leadership development practitioners, grant-makers, and thought leaders who help to set direction for social justice leadership work, identify successful and innovative practices, and exchange information and tools.

LLC generates this knowledge through learning community methodologies that help participants to rigorously identify what in their experience is working and not working and test these assumptions with others across a variety of contexts and desired outcomes. Through this collective learning approach participants synthesize useful knowledge about developing social justice leadership. These learning relationships are sustained and continue to build knowledge for the field.

LLC has also conducted research on a number of leadership development issues including the status of people of color in leadership of the non profit sector, the strengths and limitations of investments in health leadership nationally, and different types of leadership networks and how to support and evaluate them. LLC has evaluated more than 20 leadership programs and conducted cross program evaluations to produce insights about how foundations use initiatives to support and test different leadership strategies for achieving desired outcomes.

Through its website and regional and national meetings and learning opportunities, LLC generates and disseminates publicly and widely accessible knowledge to promote the effective leadership development and success of social justice leadership.

The People's Institute For Survival and Beyond

The People's Institute for Survival and Beyond (PISAB), is a national and international collective of anti-racist, multicultural community organizers and educators dedicated to building an effective movement for social transformation. They offer a number of programs including 3-day Undoing Racism™/Community Organizing Workshops that use dialogue, reflection, role-playing, strategic planning and presentations. The workshop challenges participants to analyze the structures of power and privilege that hinder social equity and prepares them to be effective organizers for justice. In a 2002 Aspen Institute survey of eleven top racial justice organizations, five credited The People's Institute with having the most effective anti-racist analysis. No other documentation of impact exists on their site.

PolicyLink

PolicyLink is a national research and action institute advancing economic and social equity by lifting up what works. PolicyLink is guided by the belief that those closest to the nation's challenges are central to the search for solutions. With local and national partners, PolicyLink is spotlighting promising practices, supporting advocacy campaigns, and

helping to bridge the traditional divide between local communities and policymaking at the local, regional, state, and national levels. By developing and implementing multifaceted strategies, PolicyLink seeks to ensure that everyone—including low-income communities of color—can contribute to and benefit from local and regional growth and development.

PolicyLink uses an approach called "equitable development" which is grounded in four principles: the integration of people and place; reduction of local and regional disparities; promotion of “double bottom line” investments; and ensuring meaningful voice, participation, and leadership from community members. This framework is used to promote a range of economic and social issues, including achieving the fair distribution of affordable housing throughout regions, equity in public investment, and community strategies to improve health.

PolicyLink has developed the [Equitable Development Toolkit](#) to help community builders create and sustain diverse, mixed-income/mixed-wealth neighborhoods.

Policy-Link uses a case study approach to highlight examples of innovative collaboration, capacity-building efforts that support local leaders to advocate for policy change, and showcasing the need for a focus on equitable outcomes. See for instance, [Why Place Matters: Building a Movement for Health Communities](#)

Another initiative of PolicyLink is [Leadership for Policy Change](#) focused on how to increase the participation of people of color and low-income individuals in the policy development process. They identified goal-oriented, place-based policy work that intentionally recruits people of color as the best way to advance a new generation of policies that benefit the lives of residents in low-income communities. The full report may be found in [Leadership for Policy Change: Strengthening Communities of Color Through Leadership Development](#).

VISIONS

VISIONS helps people gain tools and confidence to communicate and build relationships across cultural differences. VISIONS has developed a number of approaches and techniques to address what people think, what they do, and how they feel about cultural differences and changes. They have developed workshops and provide technical assistance and training for youth, and the adults who support them, within the context of their on-going community activities. Enhancing youth leadership skills is a key component. [YES! Youth Engagement Strategies](#) creates opportunities for young people and adults from across the country to engage with others who are addressing issues of racism and other "isms" in their communities.

Another focus of their work is supporting organizations through a multicultural organizational development process that includes a climate assessment, the creation of support groups or taskforces, workshops that use experiential learning, and building the capacity to work on these issues long-term. They have found the most effective way to provide multicultural consultation and training is to build upon existing organizational development efforts that the client already has put into place. This approach accelerates the rate at which participants feel valued, included and committed to the organization's diversity related objectives. Working with participants, over a projected period of time, provides optimal results for long-lasting genuine change in any organization.

VISIONS customizes its services, workshop curricula, and consultation to address the specific needs of the individuals or organization with which it is working. The constant elements include:

- creating a safe, non-blaming environment for learning and growth;
- identifying questions, concerns, and issues;
- clarifying working assumptions and setting goals for change;
- using a combination of didactic (interactive lecture) and experiential techniques that incorporate participants' own experiences, views, and needs as the 'learning content';
- focusing on personal and institutional responses to the information presented;
- developing practical application strategies.

Valerie Batts, Founder of VISIONS, recently wrote [Is Reconciliation Possible?](#)

Evaluation Resources

[Center for Assessment and Policy Development](#) (CAPD)

CAPD has developed a logic model toolkit for communities to use that are seeking to create racial equity. This approach uses logic models was developed during an evaluation process with Everyday Democracy on their Communities Creating Racial Equity Initiative. The logic model identifies outcomes that may be tracked in five areas: progress towards racial equity goals; institutionalization of democratic processes in community, valuing residential diversity and integration; educational equity; and strengthening 'bridging' leadership capacity. Another useful tool that CAPD developed in partnership with others is [Evaluation Tools for Racial Equity](#). This resource includes instructions, tip sheets, and resources for all phases of evaluation, including the development of logic models.

The [Effective Communities Project](#) set out to discover how to mark progress in the endeavor to create more racial equity by building community philanthropy in the American South. They selected ten organizations that had been funded by the Ford Foundation to build community philanthropy. They spent two days with each organization in conversation with staff, board and allied organizations to explore the opportunities and challenges of doing this kind of work. Fuller documentation of the learning from this project may be found in [Community Philanthropy and Racial Equity](#). Based on what they learned from these visits, the three researchers developed a set of common characteristics they found in successful efforts that were "moving the needle" of progress towards greater social justice and social equity.

- The use of explicit social justice principles and values as groups develop their work
- Expanding networks of energy and influence based in "relationship" and the imperative of "trust"
- Growing motivation and direction, informed by inquiring, listening, and reflection
- Active bridging to different parts of the community, and even across divides, gaining more base, legitimacy and momentum
- Increased skills and capacity of allies and potential allies
- Pools of philanthropic capital being created and readied to fund advances in racial equity
- New opportunities opening up as a result of relationship-building, skill-building, and capital formation

MP Associates

Maggie Potapchuk conducted research and case studies on Community Change Initiatives to Address Racial Inequities: Building a Field of Practice. She documented outcomes at the individual and institutional level.

Individual level outcomes include:

- Increased understanding of concepts like racism, inclusion and equity
- More confidence to speak up about racial issues
- Interrupt other people's prejudicial statements or ask different questions because equity values are a higher priority
- View the world through an equity lens
- Share information with family, friends, and colleagues
- Participate in more programs that increase knowledge and skills
- More involvement in organization committed to working on equity.

Institutional level outcomes include:

- Changed policies
- Integration of inclusion and equity into the daily work practice of organizations
- Assessment and revision of internal practices
- More diverse staff and governing boards
- Engage more residents of different races to participate in programs
- More willingness to stand up in public and state support for equity and against inequity
- More opportunities for staff to build knowledge and skills in inclusion and equity
- More collaboration with other organizations paying special attention to power dynamics

The case studies from Seattle (WA), St. Cloud (MN), Charlotte (NC) and Long Island (NY) describe positive community-level outcomes that occurred in the wake of local racial equity initiatives. Community-level outcomes are influenced by multiple efforts in a community, but these initiatives have contributed to creating an environment where these changes are possible.

Philanthropic Resources

Philanthropic Initiative for Racial Equity

The goal of the Philanthropic Initiative for Racial Equity is increasing the amount and effectiveness of resources aimed at institutional and structural racism in communities through capacity building, education and convening of grantmakers and grantseekers. This goal is pursued primarily through the following strategies:

- Providing opportunities for grantmakers to learn and strategize about cutting-edge racial equity issues and how they apply to their work within various fields;
- Increasing grantmakers' understanding of the strengths and weaknesses of different racial equity efforts, and assisting them in assessing the impact of their own grantmaking;
- Engaging in internal assessments of foundations' institutional needs around racial equity and diversity, and coordinating or adapting tools to most effectively meet their needs;
- Consulting with cornerstone nonprofits that explicitly address issues of racism to strengthen their capacity, increase coordination and effectiveness; and
- Assisting local funders and communities identify and sustain effective approaches to achieve racial equity.

They partnered with Grantcraft to create the guide [Grantmaking with a Racial Equity Lens](#) .

FOOTNOTES

[1] Policy Link, [Leadership for Policy Change](#)

[2] Leadership Learning Community, [Multiple Styles of Leadership: Increasing Participation of People of Color in Leadership in the Nonprofit Sector](#) currently being revised for publication.

[3] See CompassPoint, [Daring to Lead](#) and [Up Next: Generation Change and the Leadership of Nonprofit Organizations](#) Annie E. Casey Foundation; Evelyn and Walter Haas, Jr. Fund

[4] Allison H. Fine, [Momentum: Igniting Social Change in the Connected Age](#), Jossey-Bass: San Francisco, 2006.

[5] See the LLC study on Multiple Styles of Leadership: Increasing Participation of People of Color in Leadership in the Nonprofit Sector currently being revised for publication.

[6] James MacGregor Burns, [Leadership](#), Harper: New York, 1978.

[7] See the study by Dr. Jeanne Campbell and Tom Adams on “Grassroots Leadership: Growing Healthy and Sustainable Communities,”

www.wkkf.org/Pubs/CCT/Leadership/GrassrtsSptFndrs2PC_2003_01_21.pdf

[8] See “The Collective Leadership Framework: A Workbook for Cultivating and Sustaining Community Change” <http://www.ethicalleadership.org/publications/publications> which was developed for and used by the Kellogg Leadership for Community Change program. See also the Policy Link report, “Why Place Matters: Building a Movement for Healthy Communities,” www.policylink.org/documents/WhyPlaceMattersreport_web.pdf

[9] An Evaluation of the Poder Popular Initiative – Abundantia Consulting - <http://www.poderpopularca.org/Outcomes.html>.
