



# Arts and Humanities Council of Montgomery Grantees Webinar # 3

**Moving a Racial Equity Framework Forward**

May 18th, 2020

# Tech Etiquette and Notes



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# Today's Presenters

## **Terry Keleher (Ter)**

Director of Strategic Innovations

## **Nayantara Sen (she, her)**

Director of Narrative and Cultural Strategies and Senior Trainer

## **YK Hong (they, them)**

Affiliate Arts and Culture Trainer



# Check In Question

Use the chat function to answer the following questions.

Name, Gender Pronouns, Your organization,  
What's something that is bringing you joy these days?



# Check In Question

Use the chat function to answer the following question.

How are you feeling about moving your organizational racial equity work forward?



# Webinar Objectives

As the final offering in our four part learning series, this webinar will review best practices and tips for:

1. Chartering and launching an internal racial equity core team
2. Getting started on racial equity action planning
3. Learning about white supremacy norms and organizational cultural change for racial equity
4. Getting set up for organizational action in 2020 with selected racial equity choice points

# Reviewing Homework

## Part 1: White Dominant Norms in Your Organization

- Introductory book chapter in *White Fragility* by Robin D'Angelo
- *White Dominant Cultural Norms* by Tema Okun

## Part 2: Racial Equity Planning and Guide

Meeting with your colleagues, identifying an area of work and choice point, narrowing on a goal, and filling out sample workplan.

## Workplan Grid

Goal #1: \_\_\_\_\_

What	When	Who

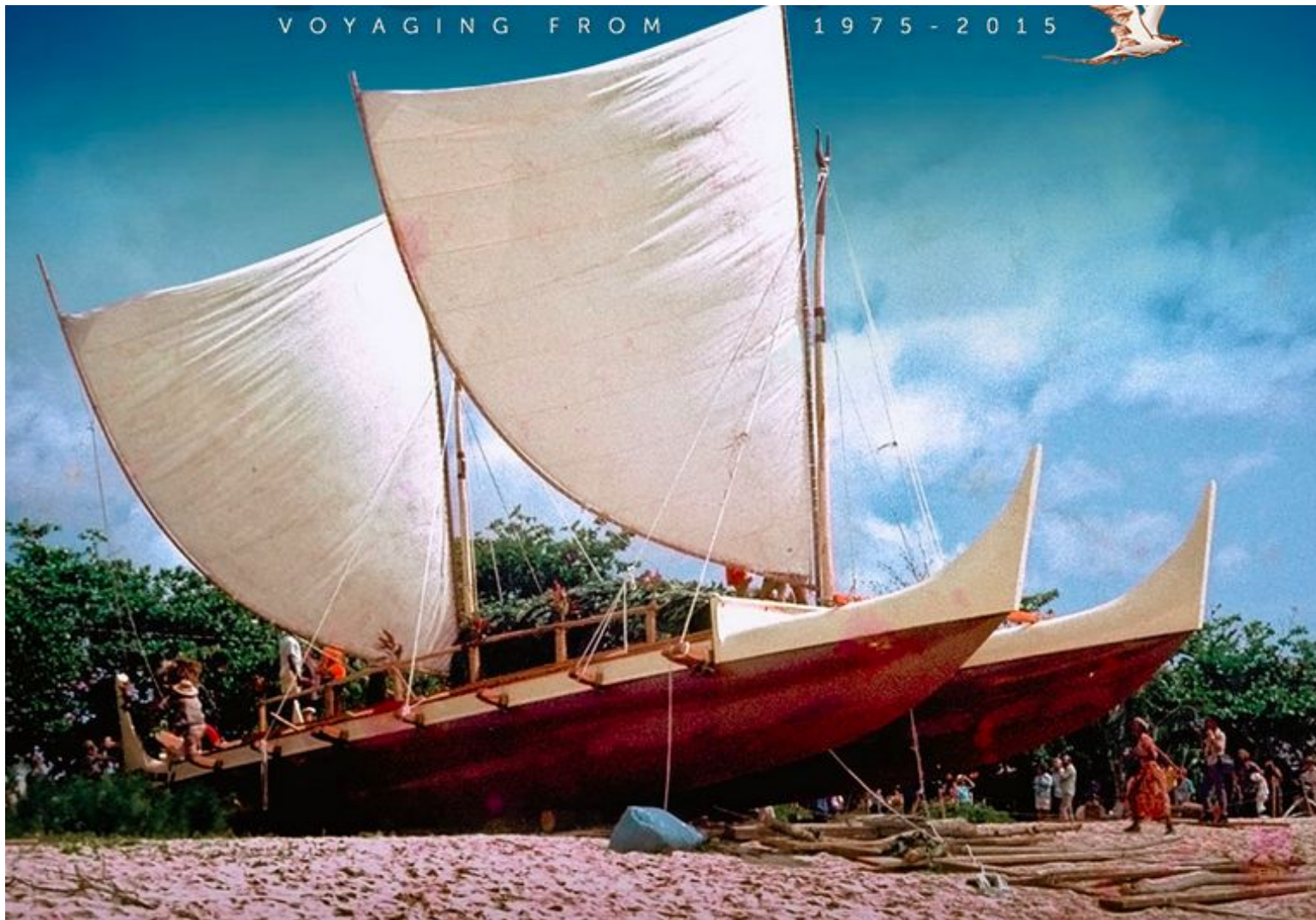
# Webinar Agenda and Documents

- **What you'll need:**
  - Homework Pre-Reading by Tema Okun
  - Your Choice Point and Goal identified through homework
  - Your completed Racial Equity Action Plan Grid

11am ET	Welcome, Introductions and Tech Notes
11:10am	Takeaways and Tools Thus Far
11:15am	Chartering a Racial Equity Core Team
11:35am	Q&A - Part 1
11:45am	Racial Equity Action Planning
12pm	Organizational Culture and White Dominant Norms
12:10pm	Q&A - Part 2
12:30pm	Adjourn

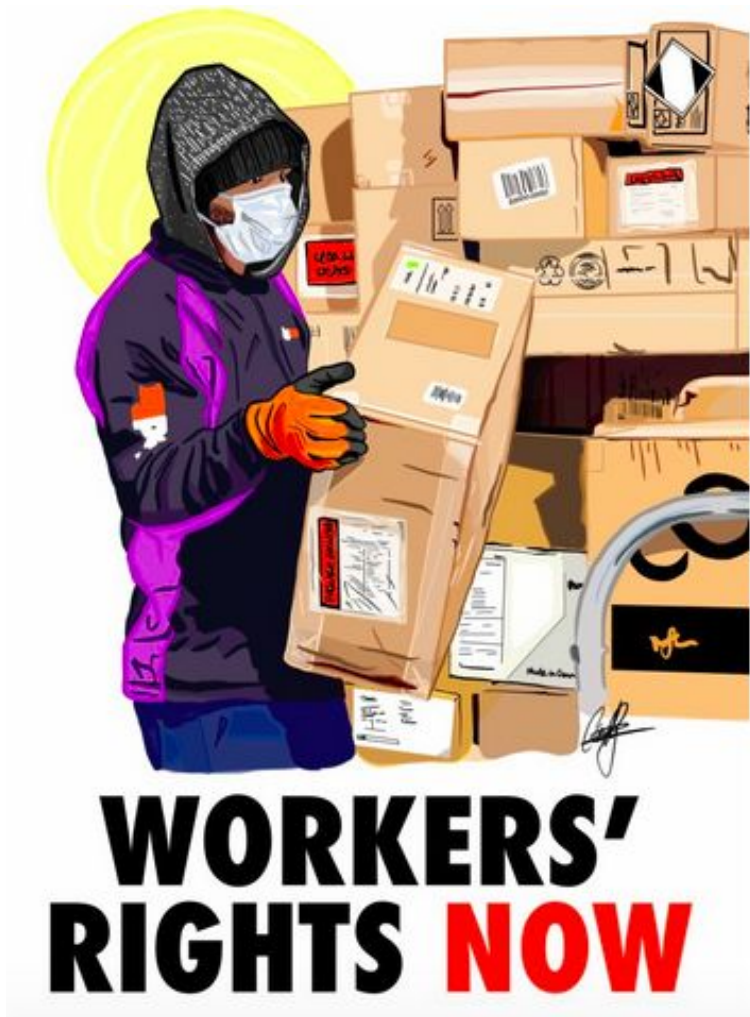


# TakeAways Thus Far



# Racial Inequities and Our Pandemic

<https://community.amplifier.org/campaign/global-open-call-for-art/>



Casey Orozco-Poore

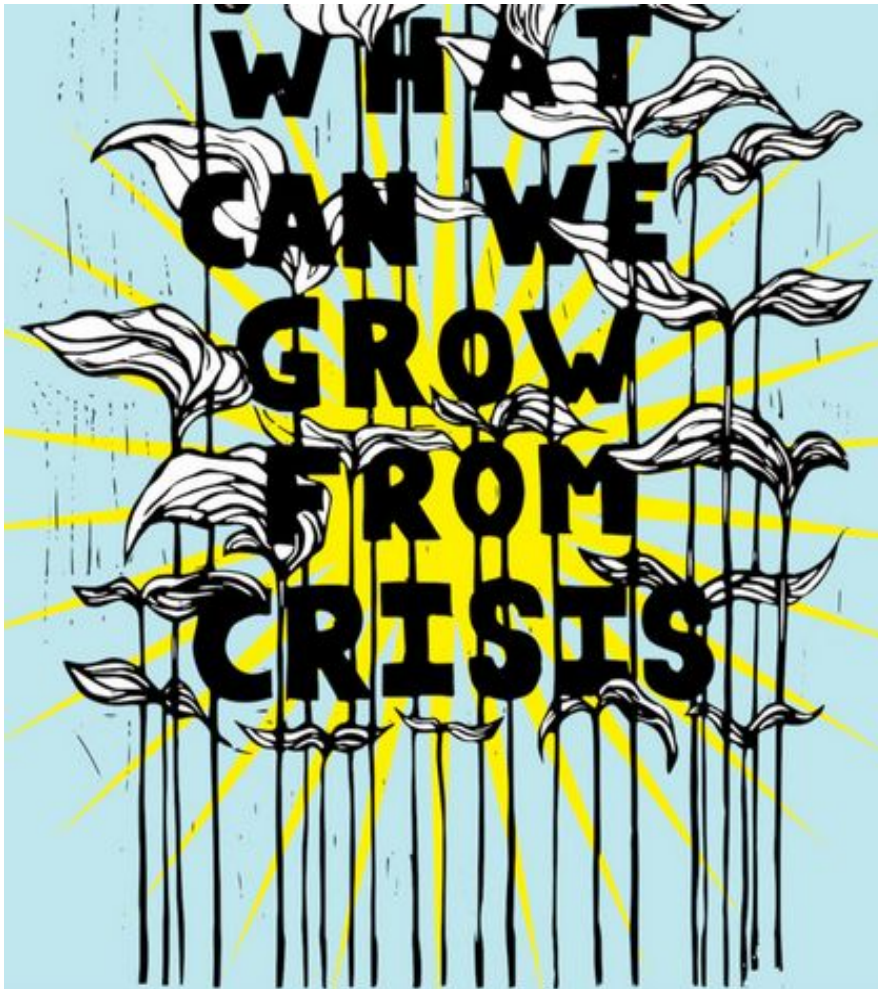


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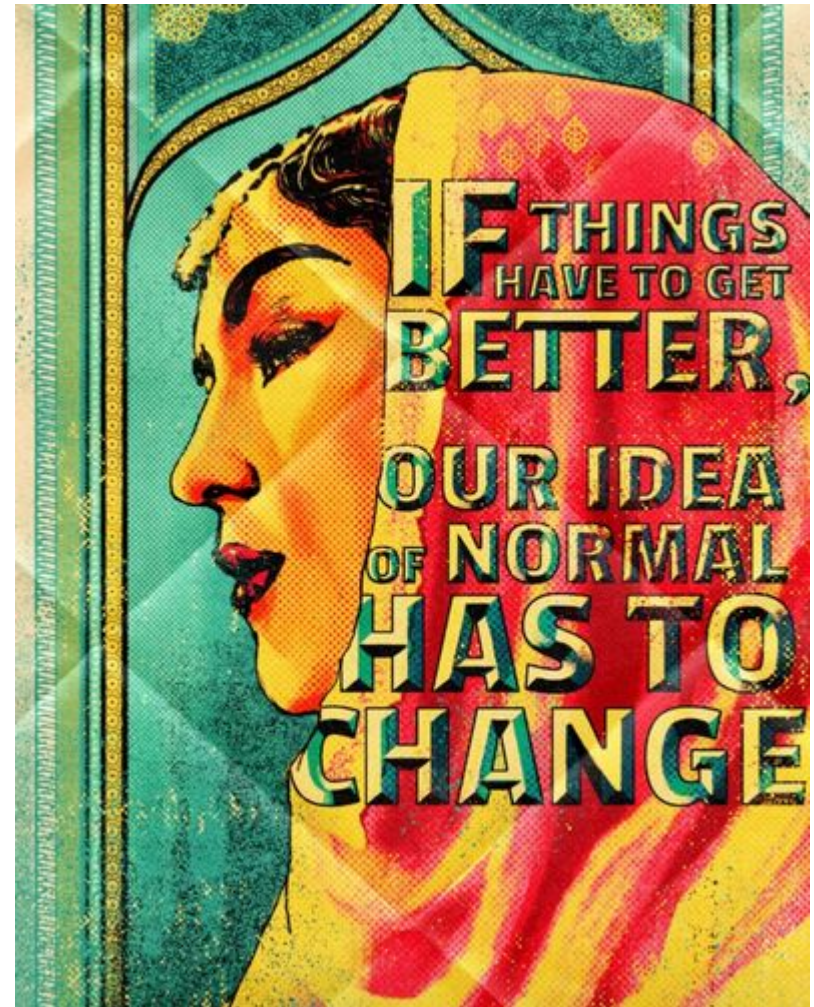




# Racial Inequities and Our Pandemic



Pete Railand



Rohan Bhatia

# Racial Equity Core Teams



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# What is a Racial Equity Core Team

**A primary leadership team**, responsible for designing, coordinating, and organizing racial equity plans and activities across an organization or institution that is committed to equitable systems change.



# An Engine for Change

- Leads the way
- Pulls others along
- Keeps things on track
- Builds movement & momentum
- Chugs through challenging terrain
- Moves everyone in a common direction
- Arrives at destination: equitable outcomes





# Key Functions

- ✓ Catalyzing
- ✓ Coordinating
- ✓ Cultivating
- ✓ Capacity-building
- ✓ Communicating
- ✓ Collecting data
- ✓ Championing



# Ideal Composition

- Diversity across various **identities/characteristics**
- Diversity across **departments, branches, units**
- Diversity in leadership, **emerging & experienced**
- Diversity across **work levels, functions, authority and influence**





# Desired Characteristics



# Authority and Accountability

- The Core Team is often **situated within a broader Racial Equity Initiative or framework** and is **authorized** to play a leading role in operationalizing the commitment to equity.
- The more a core Team is structurally situated close to senior leadership, the **more access, authority, and ability** it will have.
- Its work must align with the strategic plans and priorities of the organization, and be **fully accountable** to leadership, with **direct lines of communication**.
- For large organizations, you may need a **cross-departmental core team**, along with **department-level change teams**.



# Taking Action

- Decide priorities and develop concrete goals
- Create an Racial Equity Action Plan
- Create working groups / pilot projects
- Stay focused, build in support and accountability



# Building Community & Learning

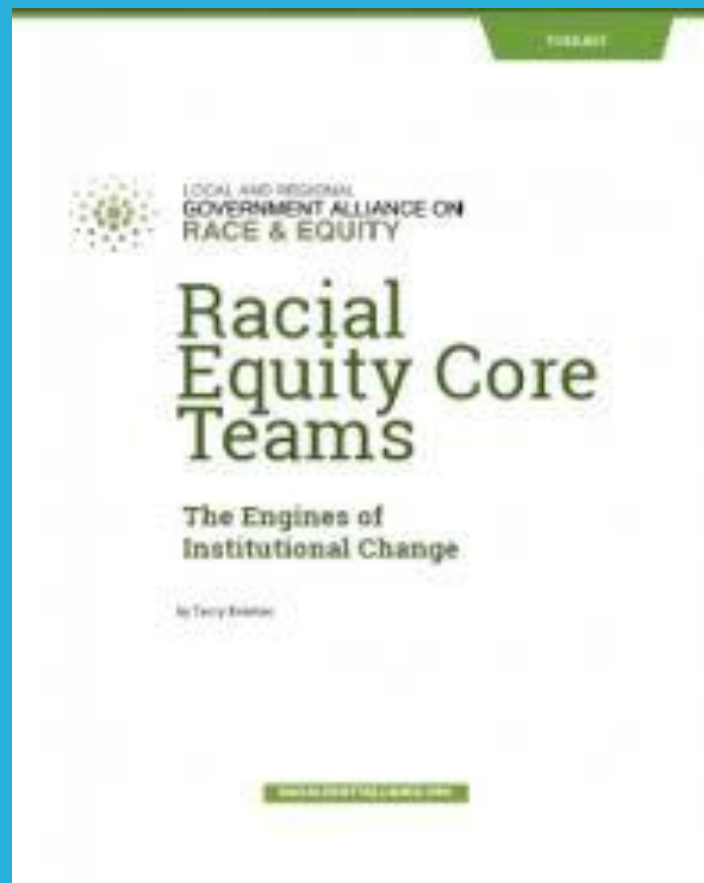
- Build in time for relationship-building
- Build in upfront training
- Build in ongoing learning
- Collect & analyze data (e.g. Employee Equity Survey)
- Continually build and share leadership



# Secret to Success

- A diverse, passionate, visionary team
- Well-coordinated work tied to an action plan
- Continually bringing more people aboard
- Ongoing learning to continually expand impact
- Authority and accountability to navigate obstacles
- Incremental infrastructure to sustain & scale success.
- Staying on track towards a common destination.





Download at [RacialEquityAlliance.org](https://RacialEquityAlliance.org) (tools & resources tab)



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# Case Studies:

*Different organizations, different structures, different strategies*

Organization A: Museum, staff of 700

Organization B: Arts Foundation, staff of 180

Organization C: Arts Organization, staff of 45



# Time for Questions





# Racial Equity Action Plans



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# Tips for Racial Equity Planning

- √ Explicitly address race
- √ Focus on your core work
- √ Make it participatory
- √ Pay attention to process, power, and relationships
- √ Keep it manageable
- √ Create “SMART” Goals



# Creating Your Plan

- ✓ Select some organization-wide goals or choice points related to racial equity – or put a race-frame on existing goals or strategic plans. Create working groups to address each goal.
- ✓ Ask each programmatic and operational area of your organization to select a goal or choice point related to racial equity to address this year, then develop and implement a plan to accomplish it.
- ✓ The collection of these goals becomes your organization-wide Racial Equity Action Plan.



# Let's hear some of your 2020 goals!

**Through your homework with the Racial Equity Planning Guide, and through conversations with your colleagues:**

*What area of work and what specific goal(s) did you identify for racial equity this year?*

Drop your answer in the chat box.



# Workplan Elements

**Goals:** Desired outcomes

**Activities:** specific actions to achieve desired outcomes

**Accountability:** who has lead responsibility

**Indicators of Success or Progress:** benchmarks, measures

**Progress Notes:** status updates, things under development

# Workplan Grid

Goal #1: \_\_\_\_\_

What	When	Who

Goal #2: \_\_\_\_\_

What	When	Who

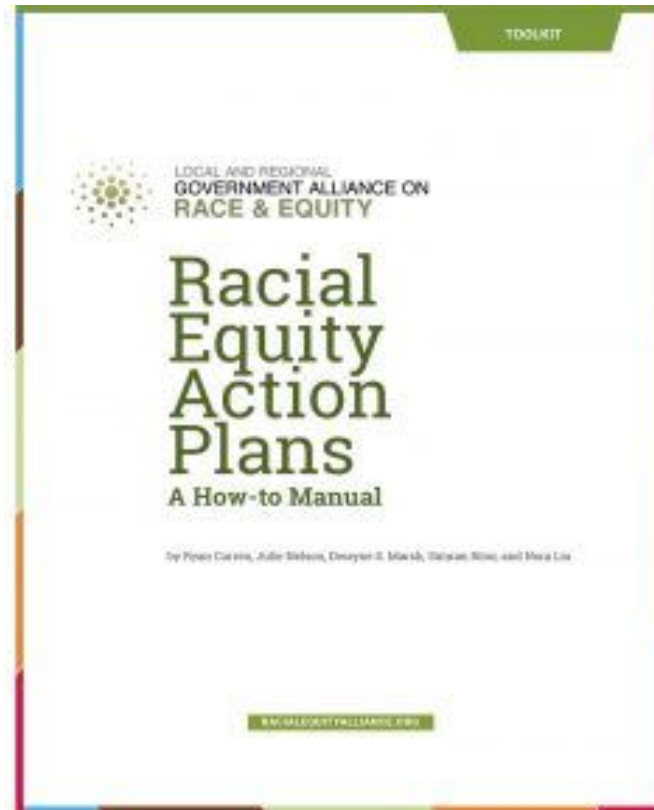


# Measures Matter

1. **Quantity**—How much did you do?
2. **Quality**—How well did you do it?
3. **Impact**—Is anyone better off?



# Racial Equity Action Plans



[www.racialequityalliance.org](http://www.racialequityalliance.org) (Tools & Resources tab)



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# Case Studies:

## Organization A:

Making a racial equity plan, realizing it is too large in scope, and going back to focus.

## Organization B:

Making a racial equity plan and focusing on quantity, not quality and seeing shortcomings in employee happiness.



# Organizational Culture Change



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# White Domination in the Arts Sector

- Many arts organizations are predominantly white-led or have mostly white senior staff
- Philanthropy prioritizes white arts organizations so they have more resources than POC-led organizations
- Arts programming often focuses on white artists and aesthetic/cultural traditions and attracts white audiences
- White dominant cultural norms impact everyone and can be manifested by everyone, not just white people.



# Nothing Changes Unless Culture Changes

- Culture determines our norms, behaviors and sets the parameters for what is acceptable
- Culture determines what change “sticks” or becomes ingrained and sustainable.
- Organizational change efforts fail when group norms and culture are not addressed
- “Rubber-band effect”
- For racial equity, build a team, generate skills, resources, capacity, plan well — but do not forget how important culture can be!



# White Supremacy Culture

- Perfectionism
- Sense of Urgency
- Defensiveness
- Worship of the Written Word
- Either/or Thinking
- Power Hoarding
- Individualism
- Progress is Bigger, Better
- Only One Right Way
- Paternalism
- Fear of Open Conflict
- I'm the Only One
- Objectivity
- Right to Comfort
- Quantity Over Quality

*Source: Kenneth Jones and Tema Okun, dRworks, [www.dismantlingracism.org](http://www.dismantlingracism.org)*



# Reflecting on White Supremacy Culture

**What patterns of white dominant norms do you see in your organization?**

Identify TWO norms from the Tema Okun resource that you notice in your organization and drop them in the chat.



# Tips for Interrupting White Supremacy Culture

- Learn to recognize, understand, and discuss it
- Name specific cultural norms to interrupt regularly
- Solicit and tell stories about organizational norms and how they impact staff
- White staff can meet as an affinity group
- Get input from staff of color
- Set concrete goals and and plans
- Follow through and hold each other accountable
- Create new practices, standards, habits
- Institute and model new behaviors



# Creating New Organizational Norms

- Normalize conversations about race
- Counteract white supremacy culture and practices
  - Keep racial equity at the forefront
- Center and prioritize people of color





# Reflecting on White Supremacy Culture

**Think back on the 2 norms that you identified. Pick one of the two and then reflect:**

***What is something you can do to interrupt/change this norm in your organization?***



# Case Studies:

Organization A:

Normalizing and Destigmatizing Conversations

Organization B:

Race Forward's Internal Performance Evaluation Process



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# Time for Questions



# Next Steps

**Develop and implement your Racial Equity Action Plans**

**Arts and Humanities Council of Montgomery County may invite some organizations to present progress reports through at end of fiscal year gathering in September 2020.**



A photograph of a sunset over a large body of water. The sun is low on the horizon, creating a bright orange and yellow glow that reflects on the water's surface. The sky transitions from a deep orange near the horizon to a pale, hazy grey at the top. The water in the foreground is dark blue with gentle ripples.

**Justice is the horizon line towards which we strive.**

# Racial Justice: Our Definition

**Racial Justice** is the systematic fair treatment of people of all races that results in equitable opportunities and outcomes for everyone.

# Cultural Justice: Our Definition

**Cultural Justice** is the **healing and remedying** of the **erasure, suppression and marginalization** of people's **artistic and cultural practices**.

**Cultural Justice** restores and creates for communities of color **ways of living, being, and sense-making**, allows all of us to **express ourselves and be recognized in our full complex humanity**, and moves us all toward a richer, more vibrant **multiracial democracy**.