SERVICES OVERVIEW

Below you will find details on the services offered through FUEL 2.0. Please review the services below to learn more about each of them.

To help you identify the service(s) best suited to your organization’s priorities and available capacity, we have organized the services into three categories:

a. **Scholarships** to attend a foundational racial equity training provided by Crossroads Antiracism, Race Forward or The People’s Institute
b. **Trainings and workshops** for Kresge grantees on leadership & management through a racial equity lens
c. **Cross-organizational cohorts** focused on strengthening your team’s ability to develop and support more equitable practices

**CATEGORY A: SCHOLARSHIPS**

Please click the links below to access the Category A service providers’ websites, with details on their available trainings and workshops

**Crossroads Antiracism Organizing & Training**

**Race Forward**

**The People’s Institute**
**Category B: Trainings & Workshops**

**Interaction Institute for Social Change**
*Facilitative Leadership for Social Change*, p3


*Advancing Racial Justice in Organizations*, p7

**The Management Center**
*Managing to Change the World*, p9

**Rockwood Leadership Institute**
*Art of Leadership*, p11

**Category C: Cross-organizational Cohorts**

**AchieveMission**
*Race Equity & Succession Planning*, p14

**CompassPoint Nonprofit Services**
*Organizational Equity Leadership Development Program (working title)*, p18

**Management Assistance Group, ProlInspire & Crossroads**
*Learning Community to Operationalize Equity*, p20
IISC’s mission is to build the collaborative capacity of individuals, organizations, and networks to pursue social justice and racial equity. IISC recently approved a strategic direction for the next three to five years that is grounded in our 25-year history of strengthening collaboration and addressing critical future needs of our sector and the world. We will innovate at the intersection of equity, networks, and love, making racial equity our core strategic focus. We believe that racial equity is a critical driver of transformational collaboration in this era.

**Facilitative Leadership for Social Change**

Both in our experience and in the literature, collaborative capacity proves to be indispensable for leaders, organizations and networks pursuing racial equity. Facilitative Leadership for Social Change is grounded in the belief that today’s leaders must inspire and create conditions that enable others to be their best in the pursuit of shared goals. This includes making it easy for others to offer their unique perspectives and talents, speak up when they have problems, take initiative, make appropriate decisions, work with others, and share responsibility for the health of the team, organization, or community.

This is a three-day workshop for two participants from your organization with a virtual follow-up session.

**Grantee Readiness Markers**

Participants have either formal or informal experience with leading or managing teams and have a desire to learn skills for leading collaboratively. The workshop creates opportunities to "try out" practices on real-life situations. So, participants will be most successful if they are currently involved with paid or volunteer work that involves working together with other people (not simply delivering a service as an individual).

**Expected Grantee Outcomes**

Participants will explore practical frameworks, skills and tools to:

- See systems by analyzing a situation from a systems perspective in order to leverage transformational change
- Seek maximum appropriate involvement of key stakeholders in order to make well informed decisions and build commitment to successful implementation
- Facilitate agreement across diverse perspectives in order to generate breakthrough decisions and actions
- Focus on results, process, and relationship in order to ensure sustainable success
- Discover shared meaning in order to build alignment for concerted action
- Design meeting agendas that achieve high levels of results, process, and relationship satisfaction

They will also develop an appreciation of how one’s interior condition (heartset and mindset) serves as a foundation for intentional leadership

**Grantee Participation Requirements**
• Attend a 3 day in-person workshop with two participants from each organization
• Join a 2-hour virtual follow-up session 3-4 weeks after the workshop

Participants must commit to the entire time for the face-to-face workshop, plus the virtual follow-up session. Please arrange travel accordingly.

SERVICE DATES & LOCATIONS
• In-person workshop: June 4-6 or 5-7, 2019, 9:00am to 5:00pm ET each day
• Workshop Location: The Nonprofit Center, Boston, MA
• Virtual Follow-up: June 27, 2019 2-4pm ET
IISC’s mission is to build the collaborative capacity of individuals, organizations, and networks to pursue social justice and racial equity. IISC recently approved a strategic direction for the next three to five years that is grounded in our 25-year history of strengthening collaboration and addressing critical future needs of our sector and the world. We will innovate at the intersection of equity, networks, and love, making racial equity our core strategic focus. We believe that racial equity is a critical driver of transformational collaboration in this era.

**FUNDAMENTALS OF FACILITATION FOR RACIAL JUSTICE WORK**

One of the more challenging aspects of racial justice work is facilitating the wide range of dialogues and planning conversations needed to understand the issues and plan for how to address them. In our work as leaders, knowing about structural racism and understanding the difference between “inclusion” and “equity” are one thing; being effective at helping other people talk about them and plan for them is another. The workshop will deepens participants’ skills to do just that, focusing on the “who,” “what,” and “how” of facilitation, centering on five essential practices of racial justice leadership.

This is a two-day workshop for two participants from your organization with a virtual follow-up session.

**GRANTEE READINESS MARKERS**

Participants have familiarity and comfort engaging around core racial equity concepts (e.g., structural racism, implicit bias, privilege)

**EXPECTED GRANTEE OUTCOMES**

Workshop participants will:

- Develop action steps for operationalizing racial justice in your organization
- Connect with a peer network of leaders who are addressing racial justice in and through their organizations
- Use language and analysis of institutional and structural racism that are commonly used in the field to analyze your organization and its work
- Clarify the importance of, and make the case for, addressing racism and pursuing racial justice within your organization
- Understand how to find and use a variety of tools and protocols to address racism and pursue racial justice

**GRANTEE PARTICIPATION REQUIREMENTS**

- Attend a 2 day in-person workshop with two participants from each organization
- Join a 2-hour virtual follow-up session 3-4 weeks after the workshop

*Participants must commit to the entire time for the face-to-face workshop, plus the virtual follow-up session. Please arrange travel accordingly.*
SERVICE DATES & LOCATIONS

- **In-person workshop**: September 25-26, 2019, 9:00am to 5:00pm ET each day
- **Workshop Location**: The Nonprofit Center, Boston, MA
- **Virtual Follow-up**: October 23, 2019 2-4pm ET
IISC’s mission is to build the collaborative capacity of individuals, organizations, and networks to pursue social justice and racial equity. IISC recently approved a strategic direction for the next three to five years that is grounded in our 25-year history of strengthening collaboration and addressing critical future needs of our sector and the world. We will innovate at the intersection of equity, networks, and love, making racial equity our core strategic focus. We believe that racial equity is a critical driver of transformational collaboration in this era.

ADVANCING RACIAL JUSTICE IN ORGANIZATIONS

This is a workshop for organizational leaders who want to put their commitment to racial justice into practice within their organizations and through their strategy and programming. The workshop centers on understanding the system of racialization, as well as concepts and tools for facilitating a collaborative planning process to develop plans for operationalizing racial justice and pursuing racial equity.

This is a one-day workshop for two participants from your organization with a virtual follow-up session.

GRANTEE READINESS MARKERS

Participants have familiarity and comfort engaging around core racial equity concepts (e.g., structural racism, implicit bias, privilege)

EXPECTED GRANTEE OUTCOMES

By the end of the workshop, participants will be able to:

- Develop action steps for operationalizing racial justice in your organization
- Connect with a peer network of leaders who are addressing racial justice in and through their organizations
- Use language and analysis of institutional and structural racism that are commonly used in the field to analyze your organization and its work
- Clarify the importance of, and make the case for, addressing racism and pursuing racial justice within your organization
- Understand how to find and use a variety of tools and protocols to address racism and pursue racial justice

GRANTEE PARTICIPATION REQUIREMENTS

- Attend a 1 day in-person workshop with two participants from each organization
- Join a 2-hour virtual follow-up session 3-4 weeks after the workshop

Participants must commit to the entire time for the face-to-face workshop, plus the virtual follow up session. Please arrange travel accordingly.

SERVICE DATES & LOCATIONS

- In-person workshop: November 7, 2019, 9:00am to 5:00pm ET
• **Workshop Location**: The Nonprofit Center, Boston, MA
• **Virtual Follow-up**: December 4, 2019 2-4pm ET
We want to see more social change in this country, and we know that producing it is hard. Disparities in money and power mean that social justice advocates need to fight not just as effectively as their opponents, but *more* effectively. That’s where The Management Center comes in: we help social justice leaders learn how to build and run more effective organizations, so that they can get better results.

As the go-to resource on effective management for social change organizations, we’ve worked with more than 100 of the most influential progressive groups in the country and trained thousands of individual managers on the practices that help high-performing organizations deliver lasting results over time.

We offer both intensive hands-on coaching services for executive directors and their senior leadership teams, as well as a series of management training courses that supply practical advice and tools that managers can put to work immediately.

Since 2006, The Management Center has:

- Shaped the management practices of more than 10,000 individual leaders through our training program
- Helped more than 350 organizations get better results through stronger management
- Distributed more than 25,000 copies of our book *Managing to Change the World*

Check out [what our clients say about us.](#)

**MANAGING TO CHANGE THE WORLD**

The Management Center, who helps social justice leaders learn how to build and run more effective organizations, will run their 2-day Managing to Change the World Crash Course for Kresge grantees. In this fast-paced course, participants will learn a system of management best-practices that differentiate high performing organizations. Training topics range from effective delegation and aligning on broad responsibilities and goals, to hiring and developing a high performing team, managing your time as a manager and managing up, all while bringing an equity and inclusion lens to your management.

**GRANTEE READINESS MARKERS**

- Participants should be in a role where they supervise others directly and come ready to work on current management scenarios (*i.e.*, projects to delegate, goals to set, feedback to give, upcoming hiring, etc.)
- Our training will incorporate a racial equity and inclusion lens but is not designed as a replacement for foundational training on racial equity. Given the tight connections between power, equity and inclusion issues, and management, we recommend that anyone interested in our training comes in with a foundational understanding of core racial justice, equity and inclusion concepts.

**GRANTEE PARTICIPATION REQUIREMENTS**

- This training is designed for leaders currently supervising staff, including leaders with a range of tenures as managers, ranging from new managers looking to develop new
skills, to experienced managers looking to refresh on, or learn new tools to build on the skills they've cultivated over the years.

- Participants of this training should be prepared to be fully present in training from approximately 9am-5pm for each of the 2 consecutive days of training. Though we will have breaks, their exact timing during the day is not guaranteed, so we request that participants do not schedule meetings during the hours of the training.

- The training will consist of workbook practice, partner and group discussions, role play and team problem-solving. Participants will get the most out of the training if they bring their real-world situations and challenges to practice and discussion.

**SERVICE DATES & LOCATIONS**

- We will offer one training on the east coast (in DC or New York) in fall 2019, and a second training on the west coast (in Los Angeles or San Francisco Bay Area) in Winter 2019/2020. If we offer a third training, it will be in spring 2020, likely on the east coast.

- Once grantees have been matched with services, TMC will work in consultation with Community Wealth Partners and matched grantees to finalize exact training dates and locations, keeping in mind availability of our trainers, dates of other provider trainings, and preferences of interested grantees.
Rockwood’s mission is to provide powerful and effective training in leadership and collaboration to individuals, organizations, and networks working for social change. Now in our 18th year, Rockwood has over 6,500 alumni—of which 70% are women, and more than 56% are leaders of color. Each year Rockwood serves approximately 600 leaders, the majority of whom focus on social change issues such as human rights and justice; racial and economic equity; and civil rights and civic engagement. Since 2008, Rockwood has incorporated a racial and economic equity lens into all of its trainings, and over time has cultivated lenses of gender identity and expression.

Rockwood’s theory of change is based on the premise that leadership is a practice and can be learned. Anyone can exercise leadership—it belongs to everyone, and for change to be effective, we must create a diverse world of skilled and interconnected leaders. By providing transformative leadership programs to individuals and cohorts, leaders will be more able to change themselves, their communities, and the world.

While delivering “hard skills,” Rockwood’s trainings also address personal, organizational, and systemic barriers to leadership. Our work is grounded in the belief that a strong civil society is best supported by visionary, collaborative, and sustained leadership. All trainings are built around six core practices—Purpose, Vision, Partnership, Resilience, Performance, and Personal Ecology. Rockwood’s curriculum employs framing, exercises, and perspectives drawn from personal growth methodology; corporate leadership training techniques; communication and conflict resolution; management skill-building exercises; contemplative disciplines; and emotional intelligence practices.

**ART OF LEADERSHIP**

*A dedicated Art of Leadership retreat for FUEL 2.0 grantees*

Rockwood’s Art of Leadership is a five-day intensive off-site retreat that teaches powerful visioning, listening, speaking, presentation, coaching, team-building, and feedback skills to emerging and established leaders. The program infuses concepts of racial, gender, and economic equity within the curriculum and as leaders draw from their personal identity and experiences throughout their participation. Each section of the training focuses on one of Rockwood’s six core practices:

- **Purpose** – to live and lead from that which gives our life meaning
- **Vision** – to create a clear and compelling picture of our desired future
- **Partnership** – to build and maintain strong independent relationships that advance our vision
- **Resilience** – to shift from reactivity to a state of resourcefulness in moments of stress and crisis
- **Performance** – to enhance our capacity to produce results that further our vision
- **Personal Ecology** – to maintain balance, pacing, and efficiency to sustain our energy over a lifetime

**GRANTEE READINESS MARKERS**
Rockwood’s theory of change is based on the premise that leadership is a practice and can be learned. The word *leader* is traditionally associated with executives and managers, but Rockwood believes anyone can exercise leadership—it belongs to everyone, and for change to be effective, we must create a diverse world of skilled and interconnected leaders. The ability to inspire and align others is essential in every role and at every level, and that’s why our trainings are open to anyone regardless of organizational role.

Having said that, Rockwood’s training methodology of transformative leadership is most successful when individual participants are willing and able to take a “deep dive” into their own leadership. This is the hard and joyful work of coming together with a diverse group of people to reflect, learn, and take risks to become better leaders in social transformation. Therefore, prerequisites to attend are:

- a willingness to step out of comfort zones;
- participate in honest self-reflection;
- give and receive extraordinarily honest feedback on strengths and challenges;
- and a willingness to be transparent and vulnerable in a group of peers.

**Selection Process:** The Art of Leadership program is designed for a group of 24 leaders across the Kresge Foundation’s FUEL 2.0 program. Each organization may nominate 1-2 staff for participation. Given the FUEL 2.0 program goals of building stronger senior teams and mid-level staff, Rockwood encourages participating grantees to consider a cross-section of leaders to nominate. Given the FUEL 2.0 program goals of more diverse talent and more equitable practices, Rockwood urges grantees to nominate leaders of color within their organization. Final selection of the 24 participants will be managed by Rockwood in line with the FUEL 2.0 program goals and outcomes. Invitation to apply does not guarantee admission into the program.

As individuals, Rockwood recommends that participants come with the openness of being in a highly diverse, multi-racial group of leaders at different levels of their own racial equity learning. Participants should expect that other participants in the cohort may show up with varying degrees of racial equity training, and may need to explore their own understanding of how they show up personally in conversations of race. As a cohort, the group will be an important source of support for each other and will benefit from a range of experience, expertise, and perspectives. **Rockwood is committed to developing a diverse cohort of leaders who will move through this program together, and will ensure the final cohort is a majority people of color.** Rockwood takes into careful consideration race, ethnicity, gender, sexual orientation, other identities, as well geographic diversity in establishing the final cohort.

**Expected Grantee Outcomes**

Anticipated outcomes for participants include: the ability to sharpen and sustain compelling visions for their work, deal more effectively with organizational challenges, inspire and align others to work effectively toward common goals, manage relationships to increase personal and organizational effectiveness, build effective partnerships inside and outside their organizations, become more skillful at handling challenging interpersonal dynamics and difficult conversations, and manage stress and burn-out. In addition, participants will receive a 360º Leadership Assessment to identify strengths and growth areas, peer coaching with one peer match after the training, and a take-home Art of Leadership workbook and training in evaluation tools.

**Grantee Participation Requirements**

The Art of Leadership program is a five-day offsite retreat, and we ask that any participating member be available to attend in person for all five days. As the program is rooted in a cohort-
based learning model, the presence and participation of the entire cohort is fundamental to the experience and insights generated. In addition, we encourage participants to plan to be “offline” as much as possible, and support leaders in disconnecting from email, work meetings, and other activities that might take their attention away from the deeply introspective work of transformative leadership.

Pre-work includes about up to an hour of completing a “360-Degree Leadership Assessment”. Selected participants will be asked to conduct their own self-assessment and then share out a link to a 360 Assessment with their communities (including supervisors, coworkers, community partners, board members, etc.) in the weeks prior to the training. This assessment will be used in the training to help participants understand the impact of their leadership on others, and is a critical learning component.

Post-work includes up to an hour of completing a post-training evaluation survey. This survey asks for feedback on the training that will support both Rockwood, as well as CWP and the Kresge Foundation in its ongoing learning for both the Art of Leadership as well as the FUEL 2.0 program.

For more information and FAQs on the program, please visit https://rockwoodleadership.org/art-of-leadership/.

As mentioned before, Rockwood’s training is open to all leaders irrespective of position or seniority within their organization. However, we encourage participants to have the support of their supervisors and coworkers in attending a full five-day residential retreat from Monday to Friday with minimal disruption.

**SERVICE DATES & LOCATIONS**

Anticipated program dates include:
- August 5-9th, 2019
- August 12-16th, 2019
- November 4th-8th, 2019

Anticipated locations may include:
- Oakridge Conference Center in Chaska, Minnesota
- Westerbeke Conference Center in Sonoma, California

Please be sure your nominee is available to attend the training from the Monday at 3pm local time to Friday 1pm local time. Grantees that are initially matched with Rockwood’s Art of Leadership will be asked to submit their nominees after the initial matches are announced early in 2019.

Depending on location, your selected participants may need to travel to the program site the night before in order to be present at the beginning of the training, 3pm on Monday.

Travel subsidies will be available through FUEL 2.0 for grantees who need them. For details, please see the FUEL 2.0 website or reach out to Wes Gifford at Community Wealth Partners (WGifford@communitywealth.com)

Thank you for your interest in Rockwood and this Art of Leadership training for FUEL 2.0 grantees!
AchieveMission: We will not rest until we see a social sector filled with equity-conscious organizations working in and with communities to achieve needed outcomes.

Our mission is to transform the leadership and management capabilities of these organizations to make their missions a reality.

To achieve this, we:

- **Apply a race equity lens** to everything we imagine and all that we offer.
- **Integrate an adaptive leadership framework** with practical tools and approaches honed in the nonprofit and philanthropic context and informed by our team’s successful track record of social justice action and leadership development across all sectors.
- **Partner with Social Sector organizations** to strengthen the day-to-day practices of leading and managing, all day, every day, fully aligned with the strategic objectives that matter.

Crossroads: Crossroads was founded in 1986 to find new directions in understanding root causes of U.S. racism and develop effective strategies for dismantling systemic racism in institutions. We provide a structural analysis to institutions that are coming to recognize patterns of oppression within their own systems, and are realizing the need for institutional change. Using a power analysis, Crossroads leads institutions in identifying organizational barriers that prevent just, accountable, authentic multicultural diversity. Our work is primarily developing institutional anti-racism teams that receive training and ongoing coaching and consultation designed to help them create and implement long-range, strategic antiracism planning for their institution.

**Race Equity & Succession Planning**

There are two foundational elements that support the entire engagement - an adaptive leadership framework and a race equity/power analysis. These elements will be introduced intensively on the front-end and then integrated throughout.

**Opening Session** (in-person) - 3 days in April (Current dates to hold April 1-4th & April 22-26th). Participants will have an opportunity to build relationships and trust as a cohort, engage in foundational learning related to structural racism, talent development & succession, and begin to reflect on the current state of their organizations regarding these learnings. The Crossroads team will be joining the Achieve Mission team in this first cohort session, delivering content from their “Anti-racism Training” as a foundation for the talent and succession work the cohort will advance throughout the program year.

**Two Virtual Sessions** (video) - 3 hours each (May & November). Participants will be introduced to race- equity informed succession management/leadership integrated training. Organizational teams will come to these sessions clear on their leadership development and
succession opportunities and needs. Each organization will identify and plan toward a talent development/succession project to execute with a race equity lens.

**Mid-program Session** (in-person) - 1 day in September (Current dates to hold Sept 16-20th). Organizations share progress-to-date. Consult with one another on cases, with race equity and adaptive leadership lenses, opportunity to identify and pilot solutions to problems/challenges folks are experiencing.

**Team Coaching** - 4 coaching opportunities/case consultancies to build adaptive capacity on their teams and in their organizations to implement a race equity lens to their talent development/succession work between sessions.

**Closing Session** (in-person) - 1 day in February (Current dates to hold February 4th- 7th, Feb 24-28th). Participants will have an opportunity to review learning and next stages of their individual, department-level and organizational development. Mobilizing their stakeholders for ongoing change and behavior shifts.

**GRANTEE READINESS MARKERS**

- At a basic level, grantees need to be financially and programmatically stable enough to invest time and attention on this work (see participation requirements below).
- Grantees will have a stated value for diversity, equity and inclusion and yet experience dissatisfaction with the racial status quo within their organization and its relationship to the community within which it operates. Participants need to:
  - Be willing to lead with vulnerability in a diverse group
  - Have a basic understanding of the history of structural racism in the United States and its relationship to their work
  - Be willing to put something at stake in the program in efforts to shift the status quo
- Grantees have an organizational need to focus on internal leadership development and succession management at the present time. Grantees need to:
  - Have a commitment to talent development and willingness/intention to take action based on the talent development and racial equity needs surfaced through this program
  - Have staff resources identified that are responsible for/will be able to continue leading the talent development and succession planning practices put in place through this program

**EXPECTED GRANTEE OUTCOMES**

The highest-level outcome is for grantees to shift mindsets and behavior on what race equity and succession planning look like when inextricably linked, and to be skilled at applying a race equity lens to succession management and leadership development in their organizations. Participants will learn the tools and practices to facilitate a robust succession management process in their own organizations, with clear equity-informed measures and outcomes over two years. Inside of that overview, they will:

- Begin internalizing a shared language for talking effectively about systemic racism, and how it operates in society, and within their organization
- Recognize how racism and bias are embedded in their own individual ways of seeing and how their assumptions and biases influence how they develop talent in their organizations
- Diagnose their adaptive challenges (factions, values, learning) and know how to disrupt unproductive patterns
• Integrate new talent development, succession and leadership practices and launch a succession management plan with an explicit race equity lens and methodology
• Begin to surface learnings and best-practices for applying a race equity lens to succession and talent development that can be shared and replicated among other peers in the social sector

GRANTEE PARTICIPATION REQUIREMENTS

• Three participants (decision makers & emerging leaders) from each participating organization who reflect the diversity of the organization’s racial and ethnic demographics and offer access to perspectives at different levels of formal organizational authority (smaller organizations may opt to have 2 representatives).
  • CEO/ED or an Executive Sponsor from the Senior Leadership Team,
  • Head of HR, Talent, or Diversity,
  • Emerging Leader that has been assigned a role in supporting an initiative in Diversity, Equity, and Inclusion and/or Talent Development of the organization

All representing members need to be able to participate in the below sessions.

• **Opening Session** (in-person) - 3 days in April (Current dates to hold April 1-4th & April 22-26th).
• **Two Virtual Sessions** (video) - 3 hours each (May & November).
• **Mid-program Session** (in-person) - 1 day in September (Current dates to hold Sept 16-20th).
• **Team Coaching** - 4 coaching opportunities/case consultancies
• **Closing Session** (in-person) - 1 day in February (Current dates to hold February 4th- 7th, Feb 24-28th).

Participants will be required to complete pre-work/reading in between sessions. Pre-work required will be:

• Reading the book “Leadership on the Line” by Ronald A. Heifetz & Marty Linsky
• Each in-person or virtual session will have:
  • 1-3 Articles or Cases to review (Est 30-60 min of time)
  • 1-2 Videos to watch (Est 5 - 30 min of time)

Each organization will be challenged to identify a talent development/succession project to execute within the year that includes conducting a Talent Review and/or Succession Planning session within their team that leverages the race equity lens and practices they have learned. The grantee can choose the internal stakeholders for the project/session (i.e. it could be held among the organization’s senior leadership team, management team, a functional area of the org, etc.)

SERVICE DATES & LOCATIONS

The in-person locations are listed below:

• **Opening Session** in April 2019 (Current dates to hold April 1-4th & April 22-26th) - Location TBD by March 2019 (the location decision will factor in where Grantees will be traveling from)
• **Mid-Program Session** in September 2019 (Current dates to hold September 16-20th) - Location TBD by May 2019 (will be in Washington D.C. OR Hosted by a Grantee at their location)
• **Closing Session** in February 2020 (Current dates to hold February 4th- 7th, Feb 24-28th) - Location TBD by May 2019 (will be in Washington D.C. OR Hosted by a Grantee at their location)
CompassPoint works shoulder to shoulder with leaders, nonprofit organizations, and movement networks as we build a more equitable world together. We are a national nonprofit leadership practice based in Oakland, CA that nurtures technical skills while creating space, time, and community for leaders to explore emotional dimensions of leadership and examine critical issues of race, power, and privilege. We believe that nonprofits are powerful vehicles for positive social change and that creating a world free of oppression means practicing liberation inside and out.

We recognize that our communities demand and deserve an approach to leadership development that centers liberation: one that nurtures people and relationships, lives at the crossroads of our urgent day-to-day needs and a visionary narrative of the future, and one that understands how our different struggles are bound up together.

For us, embodying equity means walking our talk more fully, both internally and in the communities around us, and practicing the work of liberation inside and out. It means bringing the wealth of our 40+ year history more directly and intentionally into a tradition of resistance, joining forces with kindred spirits to turn the tide toward humanity and justice.

**ORGANIZATIONAL EQUITY LEADERSHIP DEVELOPMENT PROGRAM**

The Organizational Equity Leadership Development Program will create a connected learning community among people who are working to dismantle white supremacy in their organizations. We will draw upon the liberatory design process as a way of activating ongoing and accountable change in organizations as they grow practices, structures, and ways of being that support equity and liberation. With the CompassPoint facilitation team as active co-learners with the group, we will offer inspiration, support, and practical tools to guide small teams in seeding new possibilities for equitable structures and practices in their organizations.

**Key format/activities for grantee engagement:**

- Pre-program selection and tailored organizational support (supporting participants in assessing organizational and individual readiness for the program, choosing what might be their area of focus for the program, who should be on the participating team, etc.)
- Three in-person gatherings (2-day opening gathering, 1-day midpoint gathering, 1 day closing)
- Four virtual peer learning sessions throughout the program (3 pairings of 2 organizations each)
- Five sessions of individual leadership coaching for each participant

**Participants:** 3 per organization

**GRANTEE READINESS MARKERS**

- **Organizational Commitment:** Organizations have a named and resourced commitment to diversity, equity and inclusion and are actively developing new ways of working to incorporate more equitable practices. This program is most effective for organizations that have existing momentum around their race equity initiatives.

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1 CompassPoint is in the process of renaming this service
• **Personal Commitments**: Program participants have a personal commitment to equity and intersectional justice and are willing to explore how systems of oppression and dominant culture have influenced their experiences with organizations.

**EXPECTED GRANTEE OUTCOMES**

• Teams will deepen their commitment and expand their capacity to develop and implement equitable structures and practices in their organizations.
• Participants will begin to identify indicators of equitable change at the individual, interpersonal, and/or institutional levels.
• Participants will develop a sustainable learning community that supports their ongoing work toward more equitable organizations, counteracting the experience of isolation and fragmentation that can often hinder meaningful change toward equity and liberation.

**GRANTEE PARTICIPATION REQUIREMENTS**

This program requires a commitment from a consistent team of three participants per organization that represent diverse perspectives and sources of power in the organization. Each participant will be expected to attend all 3 in-person gatherings, 4 virtual learning sessions, and 5 sessions of individual coaching. For successful engagement in the program, these teams will also need to dedicate time in between formal sessions to implement learnings from the program.

**SERVICE DATES & LOCATIONS**

The program will begin in late spring of 2018, with the initial months focused on cohort selection and supporting organizational teams as they prepare to participate, as specified above.

- September 2019 – Opening Gathering in Oakland
- October-December 2019 – 2 Virtual Peer Group Sessions (scheduled after program launch)
- January 2020 – Gathering #2, location TBD
- February-April 2020 – 2 Virtual Peer Group Sessions (scheduled after program launch)
- May 2020 – Closing Gathering, location TBD

The specific locations for the second and third in-person gatherings will be determined after the cohort is selected, taking into account the geographic locations and requests of the cohort participants in an effort to distribute the travel burden equitably. All selected locations will be near a major airport hub.
About MAG: Founded in 1980, MAG strengthens visionary social justice organizations, leaders and networks to create a more just world. MAG believes that today’s social justice efforts need to be strengthened on not just the organizational level but also at the leadership and network levels across multiple sectors in order to build broad, long-term political power, scale up impact, and win on a wide range of progressive issues. MAG has worked in partnership with over 1,000 organizations, networks, and grantmakers to build clarity of purpose, strategies for change, and the structures, relationships, cultures, and mindsets needed to achieve goals. MAG also conducts research on issues faced by its clients, runs innovation labs to explore new ways of thinking and doing, and shares its insights and experiences with the field.

We incorporate equity, race and liberation into this work through the questions that we ask, our analysis of the data, conversations with clients about how to prioritize and navigate issues that emerge, and facilitation of groups to answer difficult questions and develop alignment. We recognize that to achieve justice we need to understand and address multiple systemic, structural, institutional and interpersonal causes of inequity (both historic and current). We also believe that these levels of work need to be integrated with work on the individual level to build awareness and skills and heal trauma. Finally, we bring compassion and partnership to our clients to support them on this journey over the long haul.

About ProInspire: ProInspire is a nonprofit that develops leaders at all levels for organizations addressing the world’s greatest challenges. Rooted in the belief that leadership and equity are key to the systems change needed to maximize social impact, we design and deliver leadership development programs, fellowships, research, and convenings. Founded in 2009 and based in Washington, DC, ProInspire runs programs in seven cities across the United States. Over 1,000 individuals have participated in ProInspire’s open enrollment and custom programs. ProInspire’s leadership development programs prepare managers and leaders with knowledge, tools, and peer support to increase their effectiveness in driving social impact. Curriculum for our programs was strategically developed based on research completed by ProInspire to assess critical competencies for nonprofit managers. The curriculum is focused on four key areas – Leading Self, Leading Others, Leading Careers, and Leading Organizations. It incorporates best practices from across industries and is continuously improved based on changing needs in the social sector. The results from ProInspire’s comprehensive leadership development programs reveal that participants increase their confidence and effectiveness along multiple dimensions tied to the curriculum.
About Crossroads: Crossroads was founded in 1986 to find new directions in understanding root causes of U.S. racism and develop effective strategies for dismantling systemic racism in institutions. We provide a structural analysis to institutions that are coming to recognize patterns of oppression within their own systems, and are realizing the need for institutional change. Using a power analysis, Crossroads leads institutions in identifying organizational barriers that prevent just, accountable, authentic multicultural diversity. Our work is primarily developing institutional anti-racism teams that receive training and ongoing coaching and consultation designed to help them create and implement long-range, strategic antiracism planning for their institution.

LEARNING COMMUNITY TO OPERATIONALIZE EQUITY

Together, MAG, ProInspire & Crossroads will provide an offering to 12 grantee organizations for each to send 4 participants (48 total people) to participate in a learning community between September 2019 - June 2020 (10 months). We propose that each participating organization send 2 board members and 2 senior staff members (likely ED/Board Chair and COO/HR Director/equity advocate) to form each organizational cohort.

Our learning community is designed to build shared literacy and understanding among both staff and board members. Together, they will:

- Build relationships and a network among learning community peers and within their organizational cohorts
- Explore their mindsets and beliefs around centering race equity and navigating power dynamics
- Practice noticing the presence/absence of an equity lens and how to bring that lens to all scopes of work
- Gain confidence to act and lead change given their authority in their role.

We will center the learning community on developing strategic clarity to operationalize race equity within organizations. This could manifest in the adoption of equitable organizational practices and policies (e.g. vendor selection, board by-laws, employee policies, recruitment, selection, retention, and promotion, to name a few). Through this process, participants will explore how to hold themselves and others accountable to their goals and set a roadmap for continuing this work within their organizations beyond this engagement.

The learning community will consist of the following activities:

- **Opening In-Person Gathering (2.5 to 3 days):**
  - Crossroads will provide a 1-day Introduction to Systemic Racism (in institutions) workshop. *This will provide a foundational understand of structural racism for all participants.*
  - MAG and ProInspire will co-facilitate a 1.5 to 2-day launch to the learning community.
- **Virtual Learning (2-3 sessions):**
  - MAG will provide 2-3 virtual sessions for board participants on specific topics & shared learning.
  - ProInspire will provide 2-3 virtual sessions for staff participants on topics & shared learning.
- **Ongoing Work:**
  - Each participant and organizational cohort will make progress towards their identified goals for operationalizing equity in the policies and practices of the organization.
• Coaching (2-3 sessions per organization):
  o Each organization will receive up to 3 1-hour coaching sessions between program components.

• Closing In-Person Gathering (1.5 to 2 days):
  o MAG and ProInspire will co-facilitate a 1.5 to 2-day wrap-up for the learning community.

GRANTEE READINESS MARKERS

• The organization has a publicly stated commitment to Diversity, Equity, and Inclusion (DEI): Board and staff have developed an outward facing statement to reflect the organization’s values, practices, and policies around DEI

• Executive leadership supports staff members’ efforts towards their DEI values: Time and space is allocated for staff to work on these issues within their capacity and role

• Executive leadership has identified advancing race equity as a priority for the organization, but may not yet know how to embed it into the organization’s operations and/or strategy: The organization may have realized and/or started the necessary personal and interpersonal pre-work

• The organization has demonstrated a willingness to learn about equity: The board has been involved in conversations about the organization’s work in equity and the organization has taken steps to build shared learning in equity among staff (e.g., staff conversations, brown bag lunches, a training, or attending workshops)

• The organization and board have an appetite and capacity for change: The organization has assessed the bench strength required to take on this work

• The organization intends to contribute additional time and/or resources after completing the program to continue learning and transformation around racial equity: The organization recognizes the value of offering coaching support for key leaders and bringing on external support by others who are trained in DEI, organizational development, and change management

• The participants (board and staff members) are eager to participate and committed to all program activities and expectations: All participants agree to attend all in-person and online sessions, prepare for sessions by completing pre-work and homework in between sessions, and meet with their organizational cohort outside of facilitated programming to move the work forward (e.g., set goals, develop experiments, create work-plans)

EXPECTED GRANTEE OUTCOMES

• Build a shared commitment around race equity across staff and board

• Address power dynamics in decision making and staff authority

• Align efforts around race equity (in direction and pace) so that staff and board are moving together

GRANTEE PARTICIPATION REQUIREMENTS

• Organizational cohorts should include 4 participants and a racially diverse group per organization*
  o Two Board members (ideally including the Board Chair)
  o Two Staff members:
    ▪ Individual who is authorized to make decisions around strategy (ideally the ED/CEO)
- Individual who would play a key role around implementing race equity through internal operations and human resources (consider the COO, HR Director)
  - At least one person who has deep experience with race equity and skills as a "bridger" to help support communication between people at different points in their journey
  - *We are happy to work with smaller organizations who may need flexibility as they identify this cohort.
- All participants should expect to complete:
  - Pre-work before each activity
  - Ongoing work between program elements (self-guided action steps to make progress towards their identified goals for operationalizing equity in the policies and practices of the organization)
  - Surveys and assessments, as requested

**SERVICE DATES & LOCATIONS**
- 2.5 days in-person gathering (Sept 2019)
- ~3 virtual workshops (estimated Nov 2019, Jan 2020, and Mar 2020)
- ~3 virtual coaching sessions per organization (estimated Oct 2019, Dec 2019, Feb 2020, or Ap 2020)
- 1.5 days in-person gathering (May 2020)
- **Location for in-person gatherings and specific dates for all components will be set based on grantee participation and availability; participants may need to travel to join the in-person gatherings**