DIVERSITY, EQUITY, AND INCLUSION JOURNEY

2023

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EXECUTIVE SUMMARY

This is a call to action. Together, since 2020, MENTOR National, MENTOR Vermont, and the Vermont youth mentoring community have made a commitment to centering diversity, equity, and inclusion (DEI), each year taking deeper steps to embed these principles into every aspect of our work.

In order to pursue long-term transformational change, both at MENTOR Vermont and the Vermont youth mentoring community at large, MENTOR Vermont is committed to a tactical and disciplined approach to making visible the invisible aspects of DEI work, with a particular focus on:

1 identifying existing elements that have the potential to hinder progress.

2 taking action to advance our systems change efforts by activating key leverage points that will hold us accountable.

This will include but is not limited to, the following:

✓ MENTOR Vermont will make visible who holds decision-making power, both formal and informal, and as often as possible share how and why decisions are made.

✓ MENTOR Vermont will work to transform systems that have reinforced structural racism and inequity within its organization and in the youth mentoring field.

MENTOR Vermont DEI Engagement Summary Timeline

• Cultural Assessment • Staff Trainings • Contract with TC Consulting • Intercultural Development Inventory Assessment • DEI Committee established • Staff reading & discussion • DEI goals added to VT Mentoring Grants • DEI symposium sessions	• Content Creator & Storytelling internship • Contract with Seed the Way • Youth-centric Ambassadors of Mentoring • Youth Voice centered during Mentoring Month • Launch of LMS with DEI training & resources • Racial Equity trainings with Just Strategies	• Amplify youth voice and engagement • Streamline communication & feedback mechanisms for DEI • DEI learning accountability among programs • Ongoing DEI learning for mentors • Recruitment plan with a DEI lens
2020-2021	***2022-2023***	***2024 & Beyond***

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A CALL TO ACTION FROM MENTOR LEADERSHIP

Youth in mentoring relationships are oftentimes told that anyone who works hard, studies, and makes good decisions will get ahead. For many youth of color, however, structural barriers based on race create unique life challenges for which mentoring alone cannot account. We recognize that a "savior mentality" has historically been embedded in mentoring through the lens of race, class, gender, and other marginalized identities. It has centered on the notion that one person (an adult from a position of influence and power) can somehow improve the life of a young person who is challenged or troubled. It emphasizes the deficits of that young person or their family's life and the assets in the life of the adult. While born of good intentions, it reinforces the existing systemic and structural inequities in our society because it does not interrogate them or force exploration. In addition, we recognize that leadership at all levels in the mentoring field plays a role in either maintaining the status quo or in being a change agent to address institutional barriers that produce disparate racial outcomes.

With this in mind, MENTOR strives to recognize the assets of both individuals and their identities in the mentoring relationship and the power of stable, unconditional relationships to unlock opportunity and learning for both parties. There have been many people leading the way over the years, but progress has been greatly accelerated over the last decade with several key inflection points from My Brother's Keeper and Critical Mentoring, to Black Lives Matter and the broader public awakening as a result of the tragic public murder of George Floyd.

For 30 years, MENTOR has built a track record of success by leveraging local Affiliates, all of whom are deeply embedded into the fabric of their community. By increasing the quality and quantity of safe and effective adult relationships in places where young people live, work, learn, and play, MENTOR (i.e. MENTOR National and its Affiliates) helps to address the persistent and growing inequities of access and opportunity threatening a community's ability to grow and thrive.

To that end, MENTOR has been on a journey to advance racial equity inside our organizations and externally in the field for the last several years. In large part, this journey was driven by the changing tides in the mentoring field at large. MENTOR, as the unifying champion for the field, responded to this change by influencing the priorities and content delivered to the field and then further exploring internal structures and processes within our National and Affiliate organizations.

This review began in 2020 and continues today in 2023, while layers of societal turmoil ensue. With all of that in mind, we believe this document reflects the journey as we see it, at this moment, as a work in progress, knowing that it is a living guide and accountability measure to deliver on this work. It is work for which we must be accountable and should reflect emerging changes and conditions in communities and the broader society, for which there is no true endpoint.

~ David Shapiro
   CEO, MENTOR National (2013-2022)
~ Chad Butt (2013 - present)
   Executive Director, MENTOR Vermont

ACKNOWLEDGEMENTS

PROJECT BACKGROUND

Representing a One MENTOR mindset, MENTOR Vermont, MENTOR National, and other MENTOR Affiliates across the country hold a deep commitment to diversity, equity, and inclusion (DEI), with a special emphasis on racial equity. For a number of years, internal work in this realm had been primarily self-led, with some external work for the Vermont youth mentoring field being shared among peers.

During the Affiliate sub-convening at the National Mentoring Summit in January 2020, Chad Butt (MENTOR Vermont) and several Affiliate staff came together to discuss the need to center DEI and racial justice more intentionally in our collective internal and external work. At the time, MENTOR National was working with various partners to implement a variety of external and internal strategies to move the needle in DEI and racial justice work.

As a result of a meeting of the minds, the MENTOR DEI Steering Committee, with National and Affiliate representation, was formed with the intent to create an assessment process that would outline a series of recommendations to work towards unified action and progress. The Committee hired Dr. Kenneth Hardy to perform an assessment of the current state of the MENTOR enterprise and its thought leadership in the DEI space, and make recommendations for forward action.

Following the conversation at the 2020 National Mentoring Summit, MENTOR Vermont worked with youth mentoring providers in Vermont to establish the Vermont Mentoring DEI Committee to help guide MENTOR Vermont and the Vermont youth mentoring field in how to best proceed in centering DEI in the work of youth mentoring. After participating in MENTOR's assessment with Dr. Kenneth Hardy, MENTOR Vermont decided it would be beneficial to conduct a similar assessment of MENTOR Vermont and the Vermont youth mentoring field. Chad Butt worked with the Vermont DEI Committee to field proposals from DEI Consultants and contracted with Tanaisha Coleman (TC Consulting) to conduct a Cultural Needs Assessment and an Intercultural Development Inventory Assessment.

"There's been a big increase with police brutality, and I think it's nice to know that people who are of color can still have a voice and have just as much of power as anybody else."
- Benji, mentee

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DEI ASSESSMENT (2020)

METHODOLOGY

Created the initial goals and outcomes for advancing DEI within the Vermont youth mentoring field

Identified and raised funds to finance the project

Interviewed and selected a consultant, Tanaisha Coleman, to drive the assessment phase

Coordinated with Tanaisha Coleman to implement the assessment process and create a report

Facilitated small group discussions based on the results of the Intercultural Development Inventory Assessment

Facilitated a data feedback process including results, reflections, and recommendations for MENTOR Vermont

DEI ASSESSMENT (2020)

ASSESSMENT & KEY FINDINGS

STRENGTHS

MENTOR Vermont is willing to center DEI by creating meaningful learning and engagement opportunities for internal and external stakeholders

MENTOR Vermont is honest about the organization's current development with DEI

MENTOR Vermont is reflective, open to feedback, and intentional with using feedback to make necessary change

MENTOR Vermont dedicates time and resources to engage in DEI

MENTOR Vermont ties DEI statements and issues of social and racial justice to its core values

RECOMMENDATIONS

- Provide specified time for personal, professional, and organizational DEI goal development.

- Create and share a document outlining the history of MENTOR Vermont's DEI work and plans for coming years.

- Increase empowerment of youth voices, marginalized communities, and different stakeholders.

- Center recruitment and retention of diverse backgrounds across the MENTOR Vermont network.

- Develop a user-friendly inventory for DEI resources.

- Expand funding resources for DEI work.

RECOMMENDATIONS IN ACTION

Reframing of the Vermont Mentoring DEI Committee (2021-2022)

Following the Cultural Assessment of MENTOR Vermont and the greater Vermont youth mentoring field, MENTOR Vermont and the Vermont Mentoring DEI Committee worked together to categorize the recommendations between internal, organizational, and the youth mentoring field. To ensure the necessary focused attention and to provide strategic direction for the recommendations for the Vermont youth mentoring field as a whole, the Vermont Mentoring DEI Committee was reframed with the purpose of being a longstanding committee.

2022 Committee Members included: Mona Abdelghani (The DREAM Program), Sarah DeBouter (MENTOR Vermont), Bryant Denton (King Street Center), Rebecca Majoya (Spectrum Youth and Family Services), Nicole Rossi (The Mentor Connector), Amy Spector (Milton Mentors), Bobbi Jo Stellato (The Mentor Connector), Gabriella Tufo Strouse (King Street Center), and Beth Wallace (Everybody Wins! Vermont).

The goal of the Committee is to support mentoring programs in all of their DEI efforts. This includes making mentoring inclusive for all participants (especially BIPOC and other historically marginalized individuals), and to create a welcoming mentoring community in Vermont that is anti-racist, inclusive, and equitable with its resources and practices.

In support of achieving this goal, MENTOR Vermont committed a minimum of $10,000/year to the committee to utilize at their discretion to work towards advancing DEI initiatives.

"We live in one of the whitest states in the country and white mentors and mentees have a responsibility to understand and address racism in their lives and in our state culture and institutions."
- Beth Wallace
Everybody Wins! Vermont, Executive Director

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RECOMMENDATIONS IN ACTION

Timeline of MENTOR Vermont's DEI Journey

Since 2019, MENTOR Vermont has partnered with MENTOR National and local Vermont mentoring agencies to move DEI and Racial Equity work forward in the field. At the same time, MENTOR Vermont has been on its own journey with regard to its internal, operational alignment with racial equity strategy and work.

Examples of Centering DEI Work Internally at MENTOR VERMONT

2019

- MENTOR Vermont staff attend a 2-day training: Beyond Diversity: Courageous Conversations About Race

2020

- Executive Director participates in a Me & White Supremacy (Layla Saad) work group with other MENTOR Affiliate leaders and MENTOR National staff
- Executive Director attends a training on racism in philanthropy at the National Mentoring Summit
- Contracts with TC Consulting to conduct a Cultural Assessment of MENTOR Vermont
- Staff participates in and debriefs the Intercultural Development Inventory Assessment

2021

- Staff reviews and discusses White Supremacy Culture in Organizations (Dismantling Racism)
- Staff prioritizes actively engaging in self-led learning (e.g. podcasts, newsletters, books, etc.)
- Staff designate a space for discussing DEI learnings with the team at staff meetings
- Staff attend the webinar, Beyond DEI Statements: An Honest Conversation About Implementation for Mentoring Programs
- Position descriptions for new job openings are revised with an equity focus

2022

- Staff read and discuss Me & White Supremacy (Layla Saad)
- Staff read and discuss Critical Mentoring (Tori Weiston-Serdan)
- Contract with Seed the Way to help achieve DEI goals for MENTOR Vermont

2023

- A part-time paid internship opportunity for a young Vermonter to support the collection and circulation of Vermont mentoring stories
- The Ambassadors of Mentoring program is re-designed to be youth-centric with increased engagement for youth telling their stories
- Youth voice is centered at Mentoring Month Celebration

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Examples of Centering DEI Work in the VERMONT YOUTH MENTORING FIELD

2018
- Vermont Mentoring Symposium: Session on Neurodiversity in Mentoring

2019
- Vermont Mentoring Symposium: Overall focus and workshop sessions on Race and racism and LGBTQ+ youth
- Gender pronouns used on nametags at statewide gatherings

2020
- Vermont Mentoring Symposium: Session on Race & Anti-Racism
- Vermont Mentoring DEI Committee Established
- Cultural Assessment of Vermont youth mentoring field with TC Consulting

2021
- Mentoring program staff engage with and debrief the Intercultural Development Inventory assessment
- TC Consulting conducts Cultural Assessment of Vermont mentoring
- MENTOR VT secures $10,000 for VT Mentoring DEI Committee
- A more racially diverse representation of mentoring in video PSA for recruitment
- A DEI goal section as a new requirement of the Vermont Mentoring Grant application and reporting
- Vermont Mentoring Symposium Sessions:
  - Combatting White Saviorism
  - Youth Voice
  - Rethinking Matching by Gender

2022
- Vermont Mentoring Symposium:
  - Theme: Youth Voice, Power, and Advocacy
  - Youth Panel
  - Trainings on youth voice and involvement in programming
  - Implicate Bias Training
- MENTOR VT secures $10,000 for VT Mentoring DEI Committee
- MENTOR VT staff participate in DEI specific training alongside other MENTOR Affiliates

2023
- Launch of an online Learning Management System with trainings and resources on DEI topics for mentoring program staff and mentors. Working with Vermont-based trainers to create resources and trainings.
- Staff and Board participate in Racial Equity Trainings with Just Strategies alongside MENTOR and other Affiliates
- DEI Commitment letter, signed by mentoring professionals in the field, committed to centering DEI in their work
- Vermont Mentoring Symposium:
  - Theme: Fostering Self-Agency in Youth
  - Engaging Youth Voice: Youth Decision-Making Power
  - Self-Agency and Community Care: Reflexive Practices for Equity & Justice

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Examples of Centering DEI as Part of the NATIONAL MENTORING MOVEMENT

2014
- Launch of My Brother's Keeper Partnership

2016
- Development of Essentials (Boys and Young Men of Color) training

2017
- Release of Critical Mentoring Guide at the National Mentoring Summit

2018
- Revisions to Essentials Training to include Latinx Boys

2019
- Release of Mentoring Youth Identifying as LGBTQ+ Supplement

2020
- Black Town Hall
- Elements of Practice
- Racial Equity resource page on the website
- MENTOR Joined America's Promise Alliance and Strive DEI task forces
- MENTOR Affiliate BIPOC and White Leader webinars

2021
- America's Promise and the Anti-Racist Alliance

2022
- Release of Becoming a Better Mentor – Strategies to Be There for Young People
- Launch of the Work Place Equity Pledge

2023
- Release of the Inclusive Mentoring for Youth With Disabilities Supplement release
- Release of Connecting Critical Mentoring to the Elements of Effective Practice
- National and Affiliate staff and board Racial Equity Trainings with Just Strategies

"To make it safe for youth we must be equipped to know and support all their identities. Vermont is also a very isolating state, so DEI work is important to make them feel heard, valued, and able to be their authentic self here."
- Mona Abdelghani
The DREAM Program, Associate Youth Service Director

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Vision Moving Forward

In order to pursue long-term transformational change, both at MENTOR Vermont and the Vermont youth mentoring field at large, MENTOR Vermont is committed to a tactical and disciplined approach to making visible the invisible aspects of DEI work, with a particular focus on (1) identifying existing elements that have the potential to hinder progress and (2) taking action to advance our systems change efforts by activating key leverage points that will hold us accountable. This will include but are not limited to, the following:

1. **MENTOR Vermont will make visible who holds decision-making power, both formal and informal, and as often as possible, share how and why decisions are made**
2. **MENTOR Vermont will work to transform systems that have reinforced structural racism and inequity within its organization and in the youth mentoring field**

While this plan outlines MENTOR Vermont's work for 2024 below, we understand the complexities of this work require a commitment that will outlive this plan and iterations to come. With that in mind, MENTOR Vermont will work to make the best decisions possible in an environment that will continue to demand both urgency and thoughtfulness, with a focus on creating a future where plans like this are no longer necessary.

2024

- Populate an online LMS with trainings and resources on race, LGBTQ+, neurodiversity, and youth mental health. Trainings will be created by Vermont-based trainers.
- Continue to identify strategies to increase youth participation and elevate youth voice within MENTOR Vermont's work.
- Evaluate and update MENTOR Vermont's current policies and procedures, training and marketing materials, and other resources to ensure they represent DEI.
- Develop streamlined communication for feedback mechanisms and sharing opportunities to get more involved such as the VT Mentoring DEI Committee and learning engagements.
- Develop an awareness campaign for 2023-2024 that is focused on recruiting more mentors from traditionally marginalized communities, elevating youth voice, and representing more diversity of all kinds in the programs, stories, and matches that are represented.
- Vermont youth mentoring agencies work together to specify DEI training in their new mentoring training.
- Vermont youth mentoring agencies determine a yearly ongoing DEI learning requirement for program staff.
- Vermont youth mentoring agencies work together to provide ongoing DEI learning opportunities for all mentors.
- Implement a recruitment plan that is focused on recruiting more mentors from traditionally marginalized communities, elevating youth voice, and representing more diversity of all kinds in the programs, stories, and matches that are represented.

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APPENDIX

Racial Equity Terms Glossary

The ways in which words are used are important in fostering understanding. At MENTOR Vermont, we will work to enhance the quality of our conversations about race by being deliberate in how we agree to interpret commonly used terms. Our intent is always to use the most affirming, inclusive, and equitable language possible, and acknowledge that language will continue to evolve so these should be considered working definitions to be revisited later.

ALLY: A person from one identity group who speaks out or takes action in support of individuals from another group. One can strive to be an ally, and be identified as an ally, but should resist naming oneself an ally.

ANTI-RACISM: Anti-racism is a practice that people and institutions must continue to employ, moment by moment, to fight against the system of racism. Anti-racist policy creates systems that center the lived experiences of Black, Indigenous, and People of Color, produce targeted strategies that account for the disparate harm caused to these communities, and in the end, improve outcomes for all.

BIAS: A preference for or against an individual or group that interferes with or influences fair judgment. Bias can be both conscious and unconscious.

BIPOC: Stands for Black, Indigenous, and People of Color. Black can refer to dark-skinned peoples of Africa, Oceania, and Australia or their descendants without regard for the lightness or darkness of skin tone. Indigenous, here, refers to ethnic groups' native to the Americas. People of color is an umbrella term for non-white people. The term is intended to unify those who have faced racism but when speaking of specific racial and ethnic groups it is best to name the said group.

CULTURE: The characteristics and knowledge of a particular group of people fostered by social patterns unique to the group. Culture encompasses language, religion, cuisine, music and arts, and social habits such as what we wear, how we wear it, dialect, marriage, what we believe is right or wrong, how we embrace strangers and our loved ones and a million other things. These shared patterns of behaviors and interactions, cognitive constructs and understanding are learned by socialization and passed down from generation to generation. An understanding of culture requires an understanding of language, knowledge, perceptions, beliefs, attitudes, and behaviors.

CULTURAL COMPETENCE: The ability to interact effectively with people of diverse backgrounds and different identity groups by being sensitive, appreciative, respectful, and responsive to beliefs, practices, and cultural needs that are different from your own.

CULTURAL HUMILITY: A lifelong process of self-reflection and self-critique whereby the individual not only learns about another's culture, but one starts with an examination of her/his own beliefs and cultural identities.

DIVERSITY: Encompasses all those differences that make us unique, including but not limited to race, color, ethnicity, language, nationality, sexual orientation, religion, gender, socio-economic status, age, and physical and mental ability. Can also include education, marital status, language, physical appearance, and diversity of thought: ideas, perspectives, and values. We must also recognize that individuals affiliate with multiple identities. It is everything that we are, and everything we are not.

*Diversity focuses on representation.

EQUALITY: When everyone has access to the same rights, opportunities, and resources.

EQUITY: When everyone gets what they need to have access, opportunities, and a fair chance to succeed. Equity recognizes that the idea of equality ("the same for everyone") may not address widespread disparities and individual circumstances where individualized solutions are necessary.

Equity is not only a value and desired outcome, but also a proactive process of creating and enforcing practices, policies, attitudes, and actions that produce fair and equitable access, opportunities, treatment, and outcomes for all. It is striving to identify and eliminate barriers that have prevented the full participation of some groups within our institutions or systems, as well as in their distribution of resources.

ETHNICITY: Refers to the shared social, cultural, and historical experiences, stemming from common national or regional backgrounds, that make subgroups of a population different from one another. Similarly, an ethnic group is a subgroup of a population with a set of shared social, cultural, and historical experiences; with relatively distinctive beliefs, values, and behaviors; and with some sense of identity belonging to the subgroup. So conceived, the terms ethnicity and ethnic group avoid the biological connotations of the terms race and racial group and the biological differences these terms imply. At the same time, the importance we attach to ethnicity illustrates that it, too, is in many ways a social construction, and our ethnic membership thus has important consequences for how we are treated.

GENDER NEUTRAL / GENDER INCLUSIVE PRONOUNS: Traditional binary pronouns and suffixes ('he/him/his' with men and 'she/her/hers' with women) have been the "norm." Gender-expansive folks (those that do not self-identify as male or female) often challenge existing understanding and norms by opting to use gender-expansive pronouns such as "they, them and theirs" instead. Using appropriate pronouns is a first step toward respecting people's gender identity and creating a more welcoming space for people of all genders. These actions help make our workplace more inclusive of transgender, gender nonconforming, and gender non-binary people.

HEALTH DISPARITIES: Healthy People 2020 defines a health disparity as "a particular type of health difference that is closely linked with social, economic, and/or environmental disadvantage. Health disparities adversely affect groups of people who have systematically experienced greater obstacles to health based on their racial or ethnic group; religion; socioeconomic status; gender; age; mental health; cognitive, sensory, or physical disability; sexual orientation or gender identity; geographic location; or other characteristics historically linked to discrimination or exclusion."

HEALTH EQUITY: Everyone has a fair and just opportunity to be healthy. This requires removing obstacles to health such as poverty, discrimination, and their consequences, including powerlessness and lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care. (Robert Wood Johnson Foundation). This also requires creating and contributing to new systems that foster opportunities for advancing health in meaningful and significant ways. (Just Strategies)

HEALTH INEQUITIES: Systemic and avoidable differences in health between different groups of people. These widespread differences are the result of unfair systems that negatively affect people's living conditions, access to healthcare, and overall health status.

HEALTH JUSTICE: A framework for the elimination of health inequity and social injustice that confronts root causes of health inequities. A key part of this is to also address the social determinants of health.

HISTORICALLY UNDERREPRESENTED: Groups who have suffered past institutional discrimination and have been denied access to opportunities systemically in the United States. This includes African Americans, American Indians/Alaskan Natives, Hispanics and some Asian and Pacific Islander groups. It also includes other marginalized groups such as people who are gay, lesbian, bisexual, and transgendered; people of a nondominant religion; and even the elderly.

IMPLICIT BIAS: The assumptions, stereotypes, and unintentional actions (positive or negative) we make towards others based on identity labels like race, religion, age, gender, sexual orientation, or ability. Because our implicit associations are stored in our subconscious, we may act on our biases without even realizing it. Often, our implicit biases contradict our values. Be aware that implicit bias exists.

INCLUSION: The act of creating environments in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate. An inclusive and welcoming climate embraces differences and offers respect in words and actions for all people. An inclusive group is diverse, but a diverse group isn't always inclusive.

*Inclusion focuses on attitudes, approaches, and strategies to make sure people are not excluded because of their differences. It's about relationships, experience, participation, and voice.

INEQUITY: The phenomenon of unequal and/or unjust distribution of resources and opportunities among members of a given society.

INTERSECTIONALITY: The idea that people whose individual identities overlap with a number of marginalized groups experience multiple, overlapping threats of discrimination.

JUSTICE: Giving people what is owed, what they deserve, and what is fair.

LATINE: (pronounced la·'ti·ne) is a gender-neutral form of the word Latino, created by LGBTQIA+, gender non-binary, and feminist communities in Spanish speaking countries. The objective of the term Latine is to remove gender from the Spanish word Latino, by replacing it with the gender-neutral Spanish letter E. This idea is native to the Spanish language and can be seen in many gender-neutral words like "estudiante"

MARGINALIZED GROUPS: The process of putting or keeping someone (or a group of people) in a powerless position within a society by not giving them an active voice, identity, or place within it. Marginalization can show up in subtle or overt actions, such as using derogatory language, assuming someone's accomplishments are not based on merit, and expecting individuals to act a certain way based on stereotypes.

MICROAGGRESSIONS: The everyday slights, put-downs, and insults that marginalized people experience in their daily interactions. Microaggressions are often linked to our implicit biases, occur outside of our consciousness, and may be unintentional. Microaggressions may occur verbally ("you speak good English") or nonverbally (clutching one's purse more tightly when passing someone on the street) and can make people feel ashamed and dehumanized.

PRIVILEGE: The idea that some people have certain unearned advantages and benefits over others simply because there are aspects of their identity that society values over other identities. You can have privilege whether you are aware of it or not. You can also be simultaneously privileged and marginalized for different parts of your identity.

RACE: A complex, multidimensional, hierarchical, social construction which categorizes humans largely based on observable physical features (phenotypes), such as skin color, and on ancestry created to concentrate power and resources with white people and legitimize dominance over non-white people. We also develop those identities for ourselves and for based on the markers around us - our families, our neighborhoods, our media but race is also historically developed, based on laws, policies, power structures, and cultural norms. There is no scientific basis for or discernible distinction between racial categories. The ideology of race has become embedded in our identities, institutions and culture and is used as a basis for discrimination and domination.

RACIAL AFFINITY GROUPS/CAUCUSES: Opportunity for folks who share common racial identities to gather separately to connect, share, and learn. For white people, a caucus provides a space to work explicitly and intentionally on understanding how they experience and interact with systems of white privilege, while putting the onus on themselves to teach one another and hold each other accountable, rather than putting that burden on people of color. For people of color, racial affinity groups can be a place to work with peers with shared identities to address the impacts of racism, to interrupt experiences of internalized racism, and to create a space for healing and liberation.

RACIAL JUSTICE: Racial justice is the systematic fair treatment of people of all races that results in equitable opportunities and outcomes for everyone. All people are able to achieve their full potential in life, regardless of race, ethnicity or the community in which they live. A "racial justice" framework can move us from a reactive posture to a more powerful, proactive and even preventive approach.

RACISM: A white supremacy system that takes various forms and is based on producing disparate outcomes and experiences for Black, Indigenous, and People of Color based on the belief of racial differences and inherent superiority of white people. Racism differs from racial prejudice, hatred, or discrimination as it involves one group (white people) having the power to carry out systematic discrimination through the institutional policies and practices of the society and shapes the cultural beliefs and values that support those racist policies and practices.

ANTI-BLACK RACISM: A specific kind of racial prejudice that devalues Blackness while systematically marginalizing Black people. Centering Black people and anti-Black racism in our analysis and our decisions, then our goal for every policy and program will, by definition, require us to dismantle white supremacy and the policies, practices, and cultures that uphold it. We must say it, we must name it, and we must be specific and intentional in addressing it.

(DUAL-LEVEL) RACISM
- **INTERNALIZED RACISM:** The private racial beliefs held by individuals. Conscious and unconscious acceptance of a racial hierarchy in which white people are consistently ranked above people of color. Examples include prejudice, internalized oppression, and internalized privilege.
- **INTERPERSONAL RACISM:** How we act upon our racial beliefs when we interact with others. It is between individuals or holding negative attitudes towards a different race or culture. Can also follow a victim/perpetrator model and include bias, bigotry, hate speech and violence.

(SYSTEMIC-LEVEL) RACISM
- **INSTITUTIONAL RACISM:** Racial inequities within institutions and systems of power, including laws and policies, which create different outcomes for different racial groups. Historical examples include slavery, forcible removal of indigenous people from their land, Chinese exclusion, Japanese internment. The institutional policies may never mention any racial group, but their effect is to create advantages for white people and operation and disadvantage for people of color. Examples include school systems that provide unequal opportunities for people of different races.

- **STRUCTURAL RACISM:** Racial bias across institutions and societies. Normalization of an array of dynamics – historical, cultural, institutional, and interpersonal – that routinely advantage white people while producing cumulative and chronic adverse outcomes for people of color. Examples include the racial wealth gap which reflects the cumulative effects of racial inequities. People often prefer using ethnicity, national origin, and culture as proxies. It's more difficult to locate in a particular institution because it involves the reinforcing effects of multiple institutions and cultural norms. Continues reproducing old and producing new forms of racism.

SOCIALLY DISADVANTAGED: Individuals who have been subjected to racial or ethnic prejudice or cultural bias within American society because of their identities as members of groups and without regard to their individual qualities and the social disadvantage must stem from circumstances beyond their control.

SOCIAL INJUSTICE: The systematic mistreatment, exploitation, and abuse whenever one group holds power over another in society through the control of social institutions, along with society's laws, customs, and norms. The outcome is that groups in society are sorted into different positions within the social hierarchies of race, class, gender, sexuality, and ability. Those in the controlling, or dominant group, benefit from the oppression of other groups through heightened privileges relative to others, greater access to rights and resources, a better quality of life, and overall greater life chances. Those who experience the brunt of oppression have fewer rights, less access to resources, less political power, lower economic potential, worse health and higher mortality rates, and lower overall life chances.

SOCIAL JUSTICE: A virtue which guides us in creating equal economic, political and social rights and opportunities. In a social justice framework, the legacy of past injustices are recognized, obstacles and discrimination are removed, and new systems are created where human rights are respected and protected and everyone has fair and equal opportunities.

STRUCTURAL INJUSTICE: Complex structures of social attitudes, social norms, social practices, laws, policies, institutions, and distributions of resources reinforce each other and create advantages/disadvantages in ways that are unfair and unjust.

TARGETED UNIVERSALISM: Targeted universalism means setting universal goals and using targeted processes to achieve those goals. Within a targeted universalism framework, an organization or system sets universal goals for all groups concerned.

WHITE DOMINANT CULTURE: The explicit to subtle ways that the norms, preferences, and fears of white European descended people overwhelmingly shape how we: organize our work and institutions, see ourselves and others, interact with one another and with time, and make decisions.

WHITE FRAGILITY: Discomfort and defensiveness on the part of a white person when confronted by information about racial inequality and injustice.

WHITE PRIVILEGE: Inherent advantages possessed by a white person on the basis of their race in a society characterized by racial inequality and injustice.

WHITE SAVIOR COMPLEX: A white person who acts to help non-white people, but in a context, which can be perceived as self-serving.

WHITE SUPREMACY: A foundational ideology of our culture - where white people wield the vast majority of power over political, economic, and social systems. This is explicit, implicit, unconscious, and everywhere every day.