

# Grantmakers in Arts: Understanding & Tackling Structural Racism

Atlanta  
June 2, 2015



# Philanthropic Initiative for Racial Equity

- *Intended to increase the amount and effectiveness of resources aimed at combating institutional and structural racism in communities*
- *Through capacity building, education, and convening of grantmakers and grantseekers*

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# Structural Racism Overview

- Concepts: Defining and clarifying
- Use: What difference does it make in my work
- Tools: Brief intro to implementation



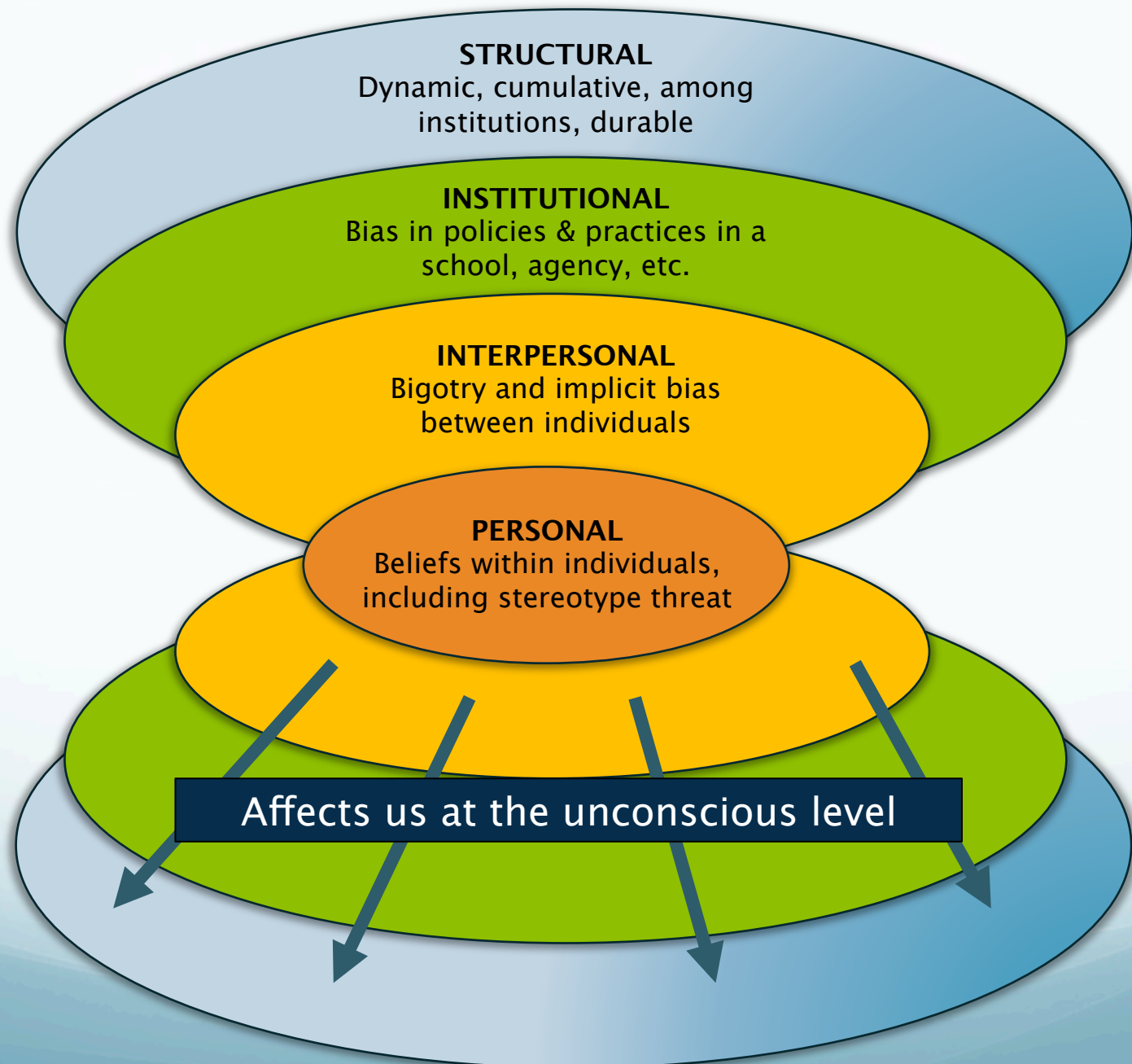
*With lessons & slides from various PRE board member orgs/partners, Including Race Forward, Haas Institute for Fair & Inclusive Society, Center for Social Inclusion, The Praxis Project, African American Policy Forum And The Perception Institute*



# Racial Equity Lens:

## 4 Key Steps

1. Analyze the data and information about race and ethnicity
2. Understand the disparities – and learn why they exist
3. Look at problems and their root causes from a structural standpoint
4. Name race explicitly when talking about the problem AND solution.



# Different Strategies to Address Racism

<b>Internalized Racism</b>	<ul style="list-style-type: none"><li>• support groups, racial healing</li><li>• mentoring, counseling and education</li></ul>
<b>Interpersonal Racism</b>	<ul style="list-style-type: none"><li>• diversity trainings</li><li>• cross-cultural dialogues, dinners</li></ul>
<b>Institutional Racism</b>	<ul style="list-style-type: none"><li>• changing policy and practices</li><li>• creating new institutions</li></ul>
<b>Structural Racism</b>	<ul style="list-style-type: none"><li>• highlighting history, root causes</li><li>• challenging racist myths, ideologies</li><li>• challenging multiple institutions or addressing their intersections</li></ul>

# Structural Racism

- The normalization and legitimization of an array of dynamics – historical, cultural, institutional and interpersonal – that routinely advantage Whites while producing cumulative and chronic adverse outcomes for people of color.
- Structural racism encompasses the entire system of White domination, diffused and infused in all aspects of society including its history, culture, politics, economics and entire social fabric. Structural racism is more difficult to locate in a particular institution because it involves the reinforcing effects of multiple institutions and cultural norms, past and present, continually reproducing old and producing new forms of racism.
- Structural racism is the most profound and pervasive form of racism – all other forms of racism emerge from structural racism.<sup>1</sup>

<sup>1</sup> “Racial Justice Action Education Manual” Race Forward (then Applied Research Center) September 2003

# Structural Racialization

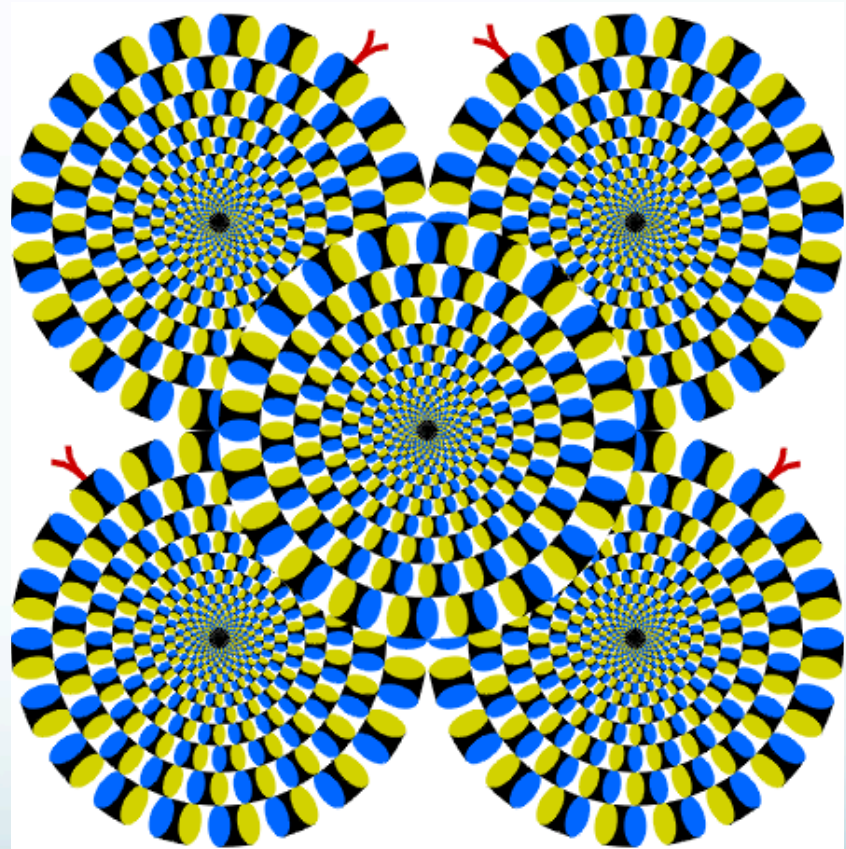
- *“**Racialization**” connotes a process rather than a static event. It underscores the fluid and dynamic nature of race and may or may not be animated by conscious force.*
- *“**Structural racialization**” is a set of processes that may generate disparities or depress life outcomes without any racist actors.*

*- john powell*



# ...to an understanding of *processes and relationships*

- Understanding the relationships among these multiple dimensions, and how these complex **intra-**actions change processes
  - Relationships are neither static nor discrete



# Realities of Structural Racialization

- Structures **unevenly distribute** benefits and burdens to various groups differently
- Institutions can operate **jointly** to produce biased outcomes
  - History matters
  - Disparities result and matter
  - Harms all aspects of society, not just human components

# Problem Identification

Level of Analysis	Problem	Possible Intervention
<b>Individual</b> Fix the Individual	Individuals sign loan documents that they don't understand	Borrower education
<b>Institutional</b> Fix the institution	A particular bank won't make loans in historically red-lined neighborhoods	Organize a local, regional or state action, file a lawsuit, etc. to force that particular bank to change its lending practices
<b>Structural</b> Fix the system	All of the major leaders in the area have stopped giving loans or will only give sub-prime loans in historically red-lined neighborhoods	Collaborate with national alliances working to increase and enforce fair lending practices, community reinvestment act, etc. through community organizing and advocacy at the state and national level
<b>Global</b> Fix the global system	Loans are no longer held by local or even national banks, but are owned by foreign governments	Work with national and transnational organizations to increase regulation of multinational corporations, and reduce regulation of transnational population migration

# Approaches to racial justice differ in type of racial analysis and scale of impact



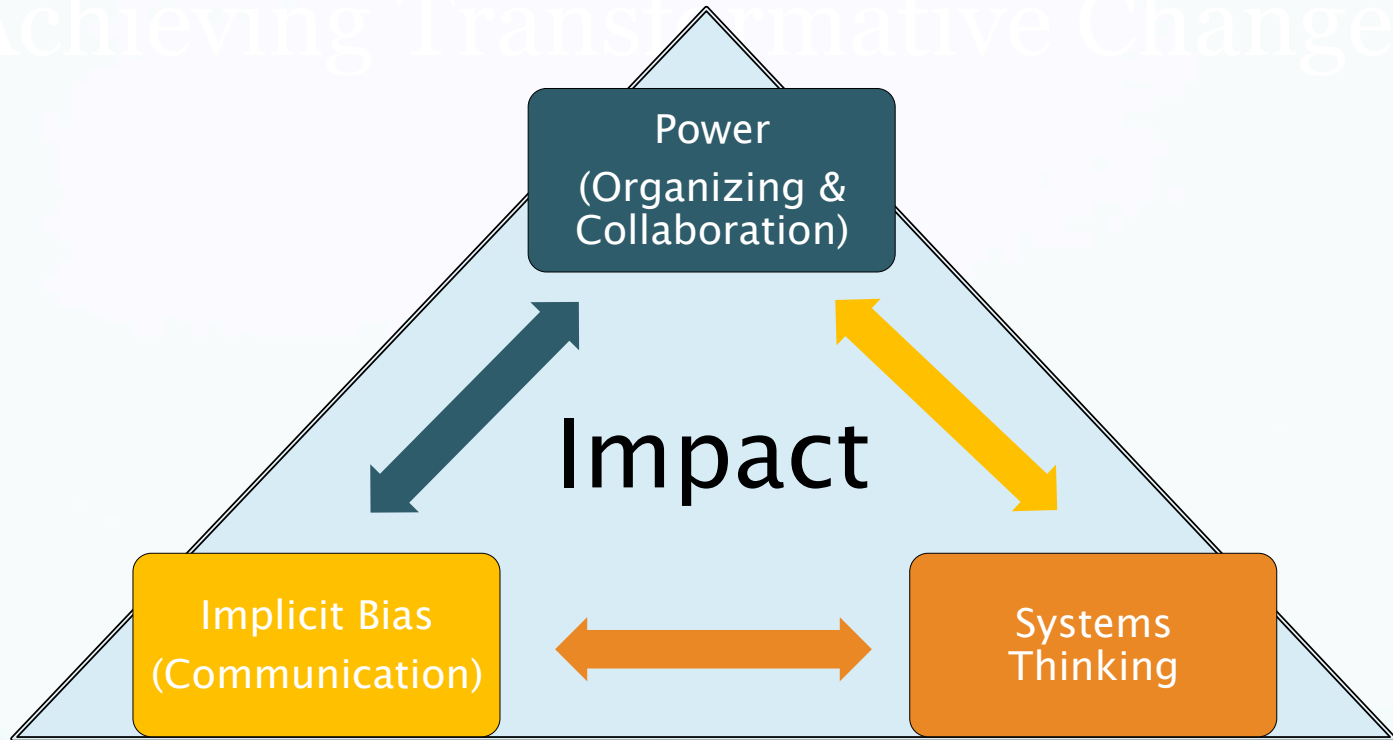
Type of Racial Analysis		
		Scale of Impact
Implicit	Explicit	
Individual	<i>Universal Direct Service</i>	<b><i>Targeted Direct Service</i></b>
	<i>Universal Policy Change Within one Sector</i>	<b><i>Targeted /Targeted Universal Policy Change Within one Sector</i></b>
	<i>Universal Policy Change Across Multiple Sectors</i>	<b><i>Targeted universal Policy Change Across Multiple Sectors</i></b>

Consider your own portfolios:

Are your grants primarily focused at one scale or another?

Are these aligned with your stated goals?

# Achieving Transformative Change



How do we ensure that our everyday transactional work is not hindering transformative change, but rather supporting it?

# Making Meaning

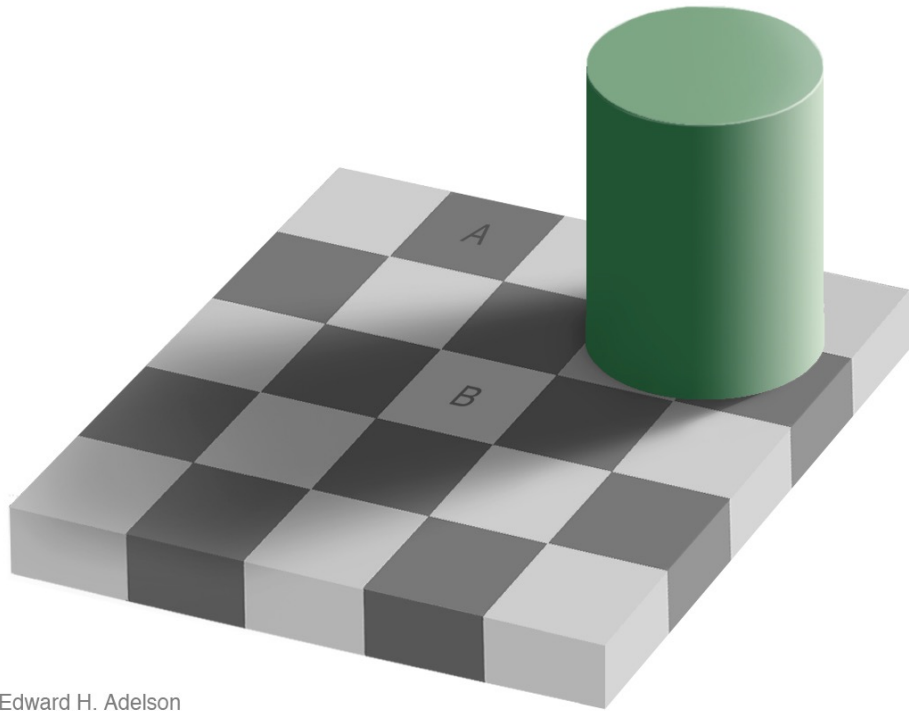


The subconscious makes sense of what we perceive by...

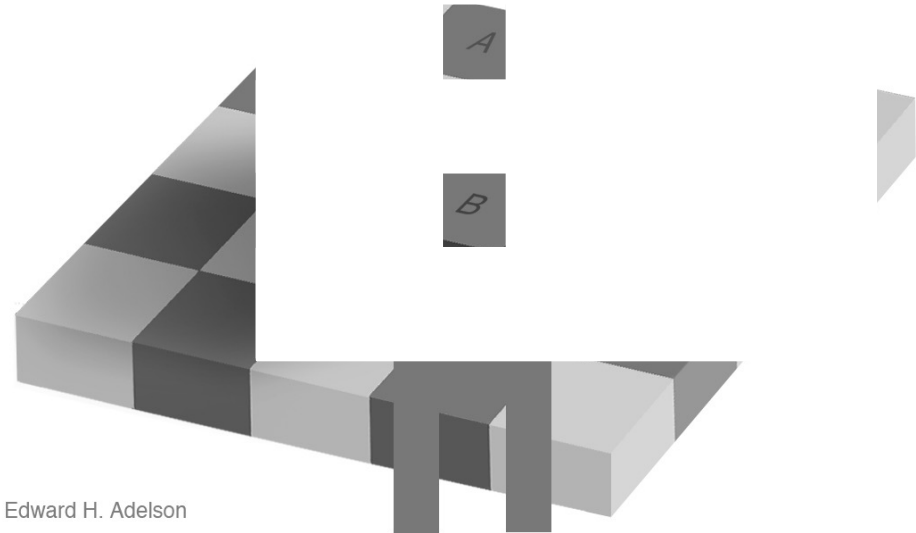
1. Filling in the gaps of partial information
2. Sorting into categories
3. Creating associations

Together, these processes become **habits**

# Which is darker: Square A or Square B?



Edward H. Adelson



Edward H. Adelson

## The Checker Shadow Illusion

# Our Brains in Action: Creating Associations

Please state the *color of the text*

Blue

Red

Green

Black

Green

Red

Blue

Black

Black

Blue

Green

Red

Green

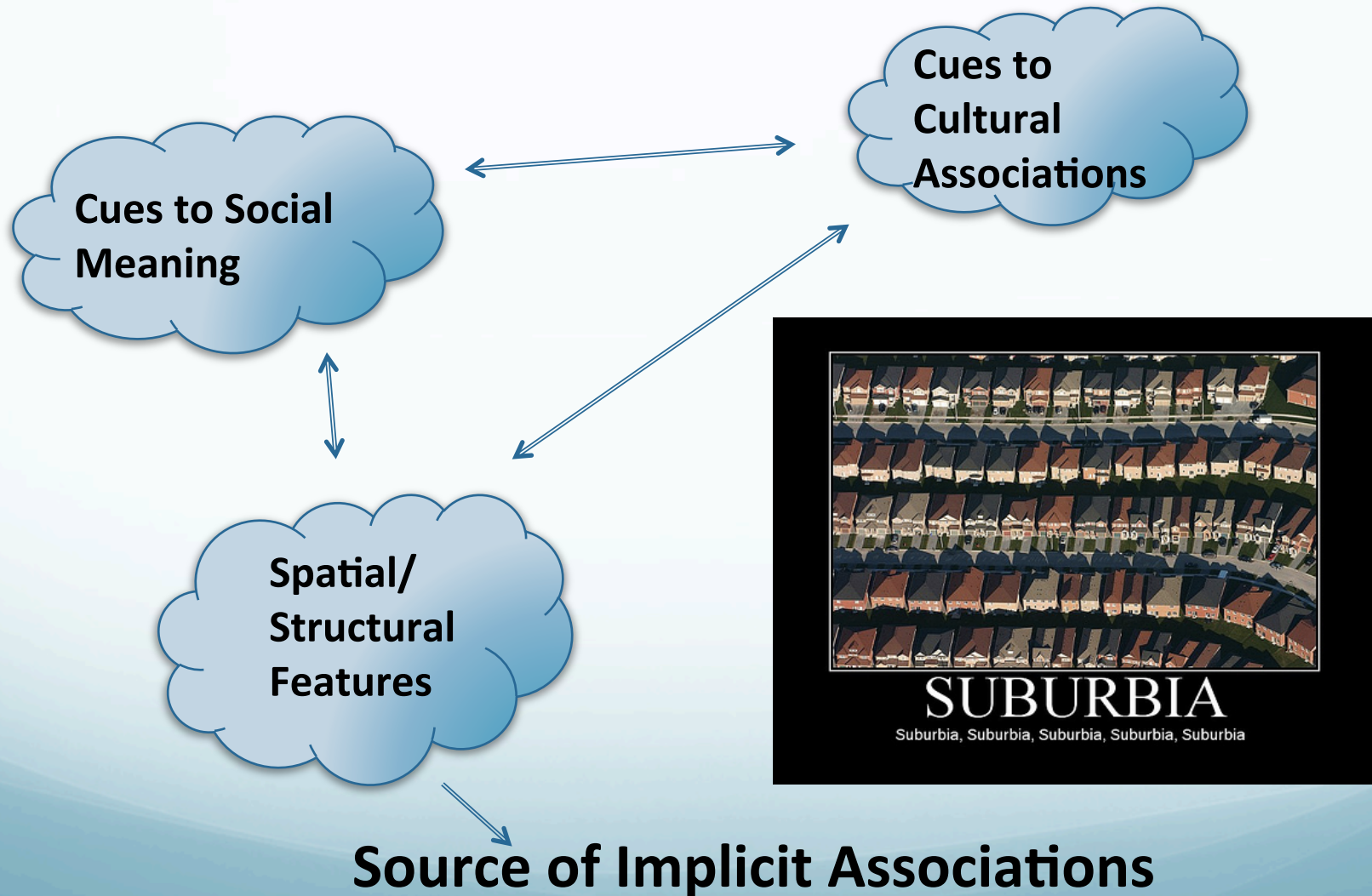
Green

Black

Blue

(The Stroop Test)

# Spatial and Structural Features as a Source of Implicit Associations



# Implicit Bias

- The mind naturally makes associations: this is intelligence and human
- I/B is **negative associations that people unknowingly hold**, which can be **inconsistent with conscious beliefs**
  - Developed in 1995 by Anthony Greenwald and Mahzarin Banaji
- I/B influences our **feelings, judgments, and perceptions**
- **Implicit Association Test (IAT)** introduced in 1998
- Since 1998, **over 4.5 million people** have taken the IAT online in **34 different countries**
  - Currently there are 15 IATs



Religion

Presidents

Skin-tone

Race

Asian

Sexuality

Weapons

Gender-Career

Arab-Muslim

Native

Gender-Science

Weight

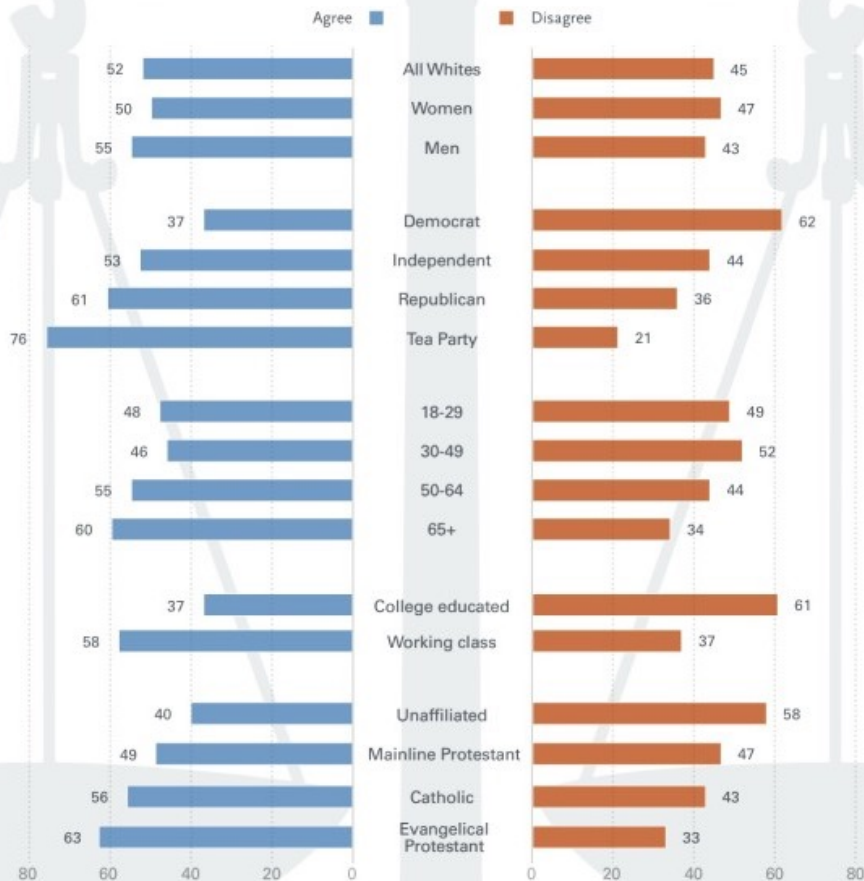
Disability

Age

# Overt Racism Also Continues & May Be Increasing

## Beliefs about “Reverse Discrimination” among White Subgroups

Today discrimination against whites has become as big a problem as discrimination against blacks and other minorities.



Source: Public Religion Research Institute, American Values Survey, September 2014



- Washington Post: Millennials are just about as racist as their parents
- American Prospect: “In 2008, Pasek and his collaborators note, the proportion of people expressing anti-Black attitudes was 31 percent among Democrats, 49 percent among independents, and 71 percent among Republicans. By 2012, the numbers had gone up. “The proportion of people expressing anti-Black attitudes,” they write, “was 32 percent among Democrats, 48 percent among independents, and 79 percent among Republicans.”
- **The Hidden Truth: The Rising Tide of “Global Racism” and Xenophobia** -*The Guardian*: It has been a grim start for 2015 as far as European tolerance is concerned. [Mosques have been attacked in Sweden.](#) [Demonstrations continue in Germany against the “Islamisation of the west”.](#) [And antisemitism is on the rise.](#)

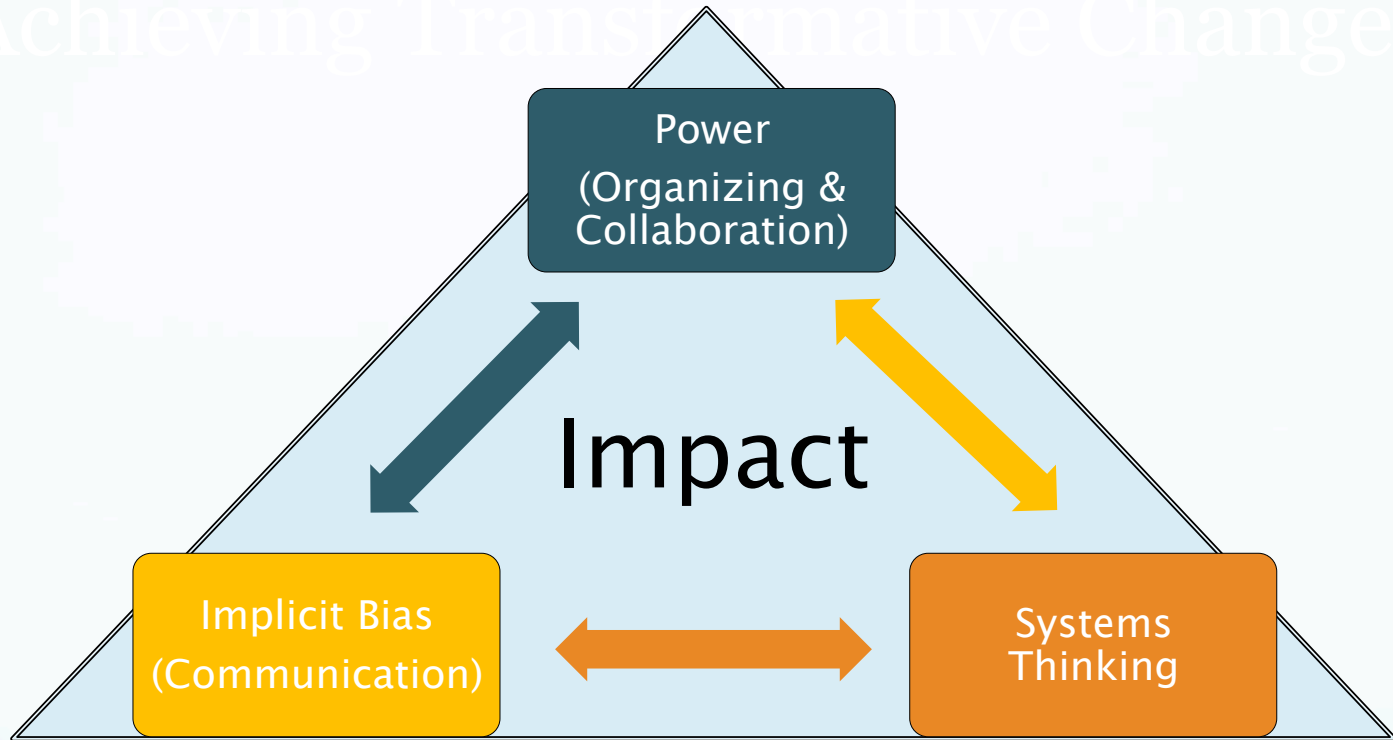
# Bias Comes from Society

- “Implicit bias is the result of the pervasive stereotypical images in our society—not individual views and ideas.”





# Achieving Transformative Change



How does this impact our grantmaking and what strategies and tools can we utilize to impact?

# Countering Implicit Bias

- **Doubt Objectivity**— When we assume our own objectivity, implicit bias affects us more not less. Instead of assuming we're considering things objectively, we need to understand how implicit bias works. By doing this, and by being skeptical of our own objectivity, we can decrease the likelihood of biased decision making.
- **Increase Motivation to be Fair**—One obvious strategy our culture tends to use is to increase people's fear of being called out for being racist. The problem with this strategy is it raises our racial anxiety, causing secondary problems. Concentrating on a positive desire for fairness rather than fear of being called out helps to decrease biased actions.
- **Improve Conditions of Decision-Making**—Implicit bias happens automatically, and influences our decision making automatically. When we take ourselves off autopilot—when we “think slow” instead of “thinking fast”— and move forward deliberately, our behavior tends to actually reflect our values instead of our biases.
- **Focus on Outcomes**—implicitly biased behavior is best detected by using data to determine patterns. Is a process we think is fair leading to racially disparate outcomes? It's likely that bias is affecting that process in ways we hadn't considered.
- Based on research of Jerry Kang, UCLA, Vice Chancellor for Equity, Diversity and Inclusion (as shared by Perception Institute)

When trying to change structures, being explicit rather than implicit about race can make all the difference.

*May feel politically wiser or safer to follow the old adage:*

*“A rising tide lifts all boats”*

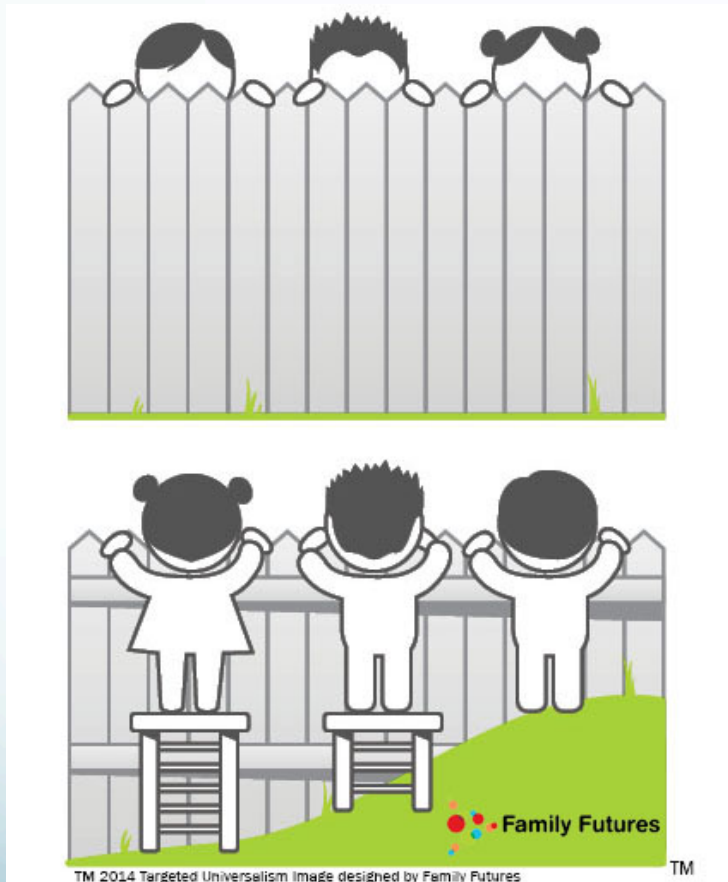
*But ....*



Oh, thank  
goodness, a  
rising tide!

■

# Targeted Universalism & Equity

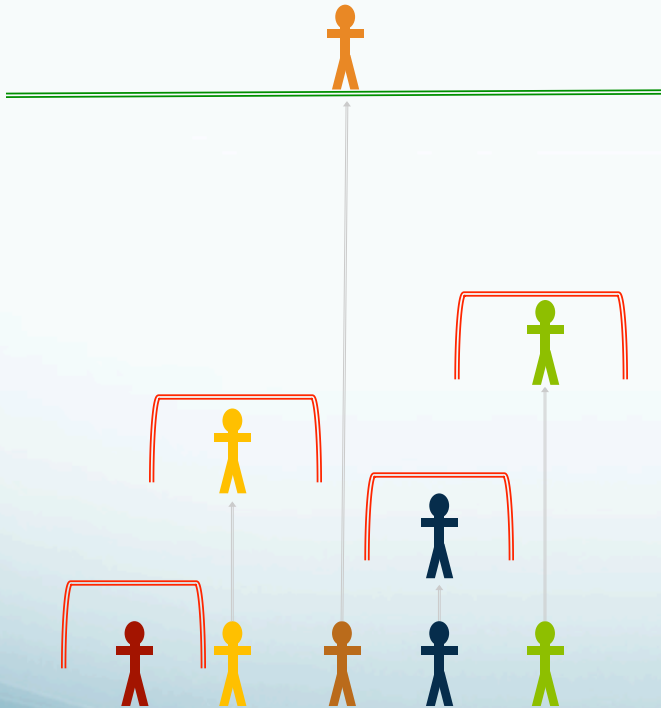


- Targeted Universalism creates a universal goal and targets strategies based on where and how people are situated.
- Equity focuses on closing gaps.
- See the difference?



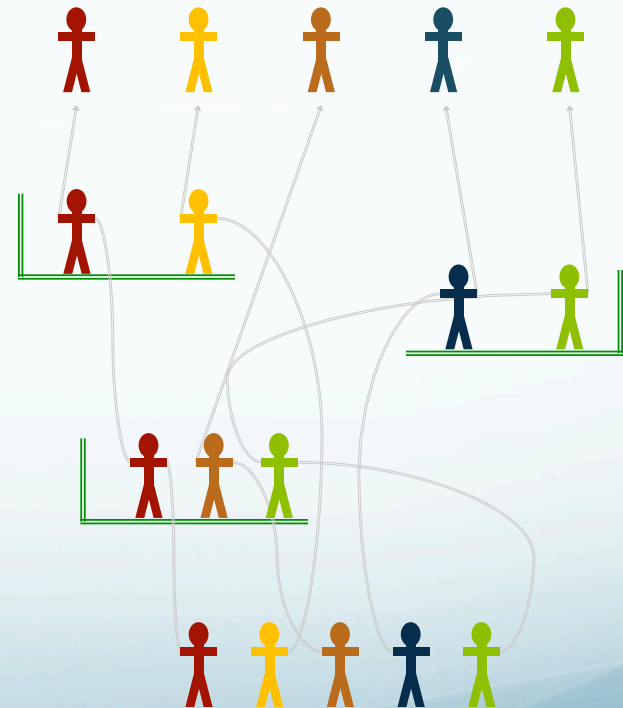
# Targeted Universalism cont.

Structural inequity produces consistently different outcomes for different communities

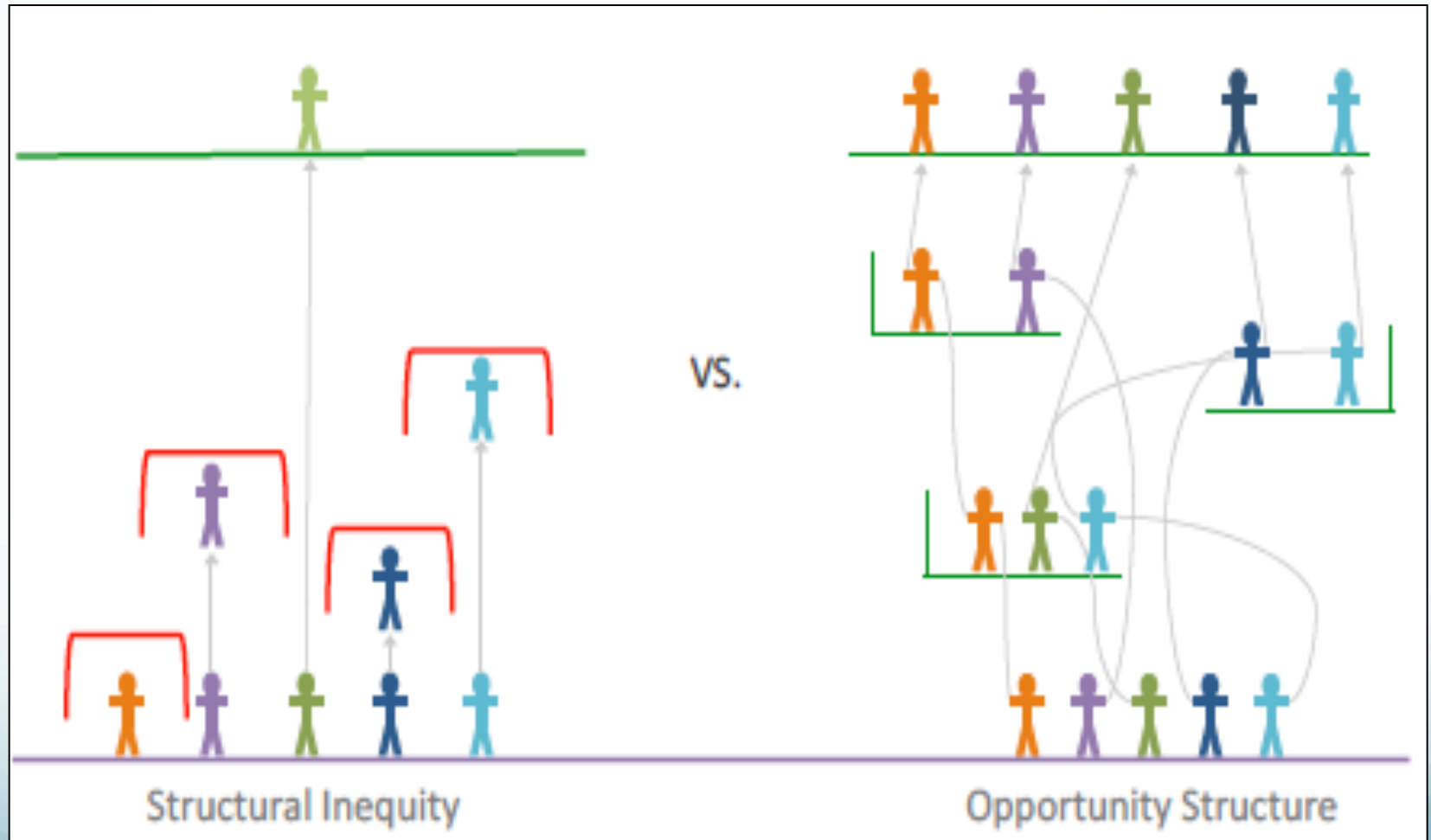


VS.

**Targeted universalism responds with universal goals and targeted solutions**



# Universal Goal with Targeted Strategy



# What makes a Racial Justice approach different?

Traditional Approach	Our Approach	Racial Justice Approach
<b>Single issue</b> focus on individual behavior change and “cultural” context		<b>Multi-issue</b> focus on policy and environmental change and political context shaped by racism, privilege and power
Uses <b>universal approach</b> in solutions (whether uses targeted assessment in problem identification or not)		Addresses <b>racial disparities</b> in both problem identification & solution
Primary strategies: education and programmatic interventions by professionals <b>targeting those affected</b>		Primary strategies: organizing, media and policy advocacy by those affected <b>targeting decision makers</b>
Funding to <b>service providers and researchers</b>		Funding to <b>community organizing, advocacy and research to change power relations</b> , the environment
TA delivery is “ <b>vertical</b> ” and short term and static		“ <b>Circular</b> ” TA support: mutual, long term relationships; movement building

# BLACK LIVES MATTER



## Modern-day Freedom Ride

"We believe that in order to move this country out of a cycle of destruction and trauma, we have to rise up, both locally and nationally. Ferguson represents both the repression that exists in Black communities, and also our immense resilience. Let's not allow ourselves to go on with 'business as usual.'" – BLM, *National Advocacy and Organizing Toolkit* (2014)

# CHOOSING THE PATH AND TAKING STEPS TOWARDS EQUITY

**SAME OLD CHOICES & ACTIONS**



**SAME OUTCOMES:  
INEQUITY, EXCLUSION,  
PERPETUATION OF 'ISMS'**

**EQUITY-DRIVEN CHOICES & ACTIONS**

**DIFFERENT OUTCOMES:  
EQUITY, INCLUSION,  
PREVENTION OF 'ISMS'**

# Using Choice Points to Advance Equity and Inclusion

1. Where are the decision-making points that affect outcomes?
2. What decisions/actions may be reinforcing the status quo, implicit bias and current inequities?
3. What alternative action options could produce different outcomes?
4. Which action will best advance equity and inclusion?
5. What reminders, supports and accountability systems can be structured into routine practices to keep equity as a high priority?

# Small Group Discussion Questions

**What are some of choice points in your foundation that might lend themselves to alternative practices or policies to impact racial equity?**

**What are the barriers/opportunities to advance using this analysis or these tools?**



# Equity Primes/Protocols in Philanthropy

Racial data

Equity Impact Assessments

Race questions in applications

Site visit questions

# Grantmaking with a Racial Equity Lens



## Asks

- How are existing racial disparities standing in the way of the goals we seek to fulfill?
- What do we see as the forces behind those disparities?
- What systems are perpetuating them?

## Collective work in education must be

### Transformative

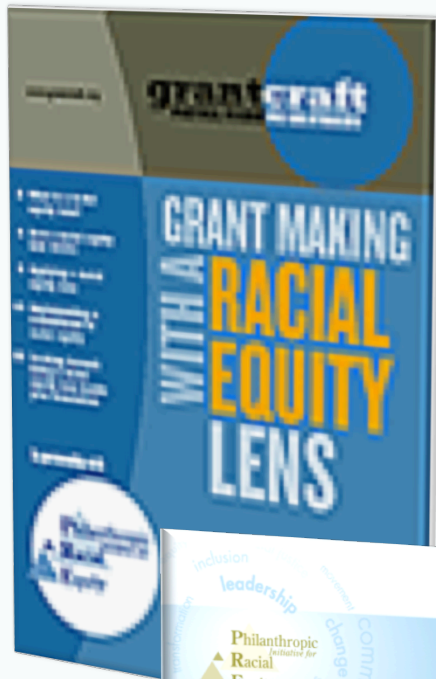
- Create System Level Change
- Catalyze change
- Target Leverage Points
- Impact Cross-Domain, Cross-Sector, Cross-Issue

### Power-Building

- Support Alliances
- Build Coalitions
- Broaden Stakeholders
- Build Movement

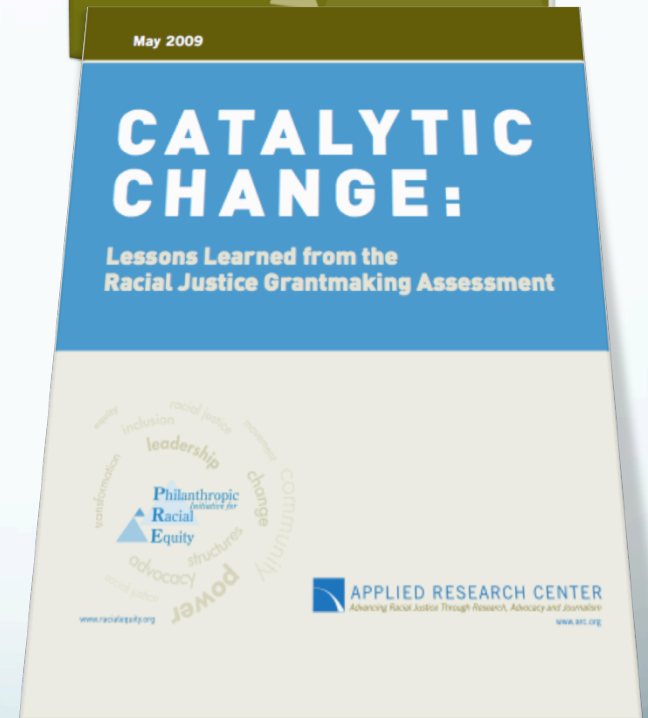
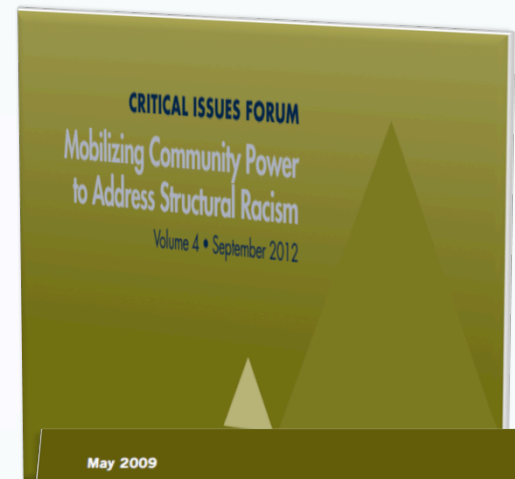
### Change the Narrative

- Inspire Action
- Raise Consciousness
- Create Coherence Between Issues
- Resonate Widely



[www.racialequity.org](http://www.racialequity.org)

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## Frameworks & Approaches, Understanding Racial Inequities in Policies, Programs & Grantmaking\*

GRANTMAKING WITH A RACIAL EQUITY LENS involves "analyzing data and information about race and ethnicity; understanding disparities—and learning why they exist; looking at problems and their root causes from a structural standpoint; and naming race explicitly when talking about problems and solutions." GrantCraft and Philanthropic Initiative for Racial Equity

	RACE-NEUTRAL	RACE CONSCIOUS <sup>1</sup>	DIVERSITY AND INCLUSION <sup>2</sup>	STRUCTURAL RACISM <sup>3</sup>
<b>Description</b>	Omits race for consideration in policies and programs—instead references alternatives that focus on individual characteristics or socioeconomic status, etc. <sup>4</sup>	Argues for race/ethnicity as a variable in public policy and program design, notably in understanding how outcomes are racialized	Focused on diversifying the workforce and the field as a way of better addressing the changing demographics of our country and world; "diversity" defined broadly as culture, experience and points of view	Moves beyond individual and institutional racism to explore how a broader system of long-held historical policies, practices and values across institutions have created racialized hierarchies of power and continue to produce inequitable outcomes in well-being for people of color
<b>Purpose</b>	To achieve mission and goals without naming race explicitly in problems and solutions	To ensure that policies, programs and practices account for how racial inequities shape outcomes of well-being	To foster a diverse institution for better achieving institutional prosperity, unleashing innovation and creativity, and strengthening public appeal, impact and effectiveness	To examine and address the multiple systems impairing the well-being of people of color
<b>Critiques &amp; limitations</b>	Ignores the persistence of racial disparities in outcomes of well-being, the manifestations of racism in opportunity domains and vast research showing how policy benefits and program services are not received equitably by communities of color	Some race-conscious proposals rely on racialized stereotypes; play down or dismiss the intersection of race, class, gender, sexuality and others; and may not be rooted in solutions that examine the root causes of racial inequalities	At times conflates categories of inequality (marginalized populations) with categories that merely denote difference (work styles, political partisanship). Further, more salient definitions typically focus on race & gender, excluding sexuality, gender identity, etc.	Not enough attention is paid to how structural racism intersects with LGBTQ oppression; also, given the magnitude of structural racism, strategies to address it are complex and might be more difficult to implement
<b>As it relates to grantmaking<sup>5</sup></b>	Race and ethnicity are neither examined nor addressed in foundation's internal operations or grantmaking	Grants and grant strategies address how race and ethnicity shape experiences with power and access to opportunity	Concerned with diversity in foundation staff and trustees, among program participants and policy beneficiaries, and overall grants	Sharpens the focus on outcomes, uncovers patterns of inequity, separates symptoms from causes, reveals how race relates to all groups and can be used with other lenses
<b>As it relates to LGBTQ grantmaking<sup>6</sup></b>	LGBTQ grants/strategies are supported without examining racial inequities	LGBTQ grants/strategies explored for relevance to specific outcomes, specifically on LGBTQ people of color	Emphasis placed on diversifying a staff, board and clientele with LGBTQ communities	Possible to broaden grantmaking to integrate an LGBTQ lens into a structural racism approach that specially examines outcomes among LGBTQ people of color

\*Those taking a more universal approach may instead craft policies that avoid initial suspicions and unite groups around a common shared goal." Angela Glover Blackwell, *Searching for the Uncommon Common Ground: New Directions on Race in America*

"Race matters; almost every indicator of well-being shows troubling disparities disproportionately by race. Disparities are often created and maintained inadvertently through policies and practices that contain barriers to opportunity. It's possible - and only possible - to close equity gaps by using strategies determined through an intentional focus on race." *Race Matters Toolkit*, Annie E. Casey Foundation

"American democracy and society thrive on our diverse cultures, experiences and points of view. Imagine what we can do in the next 20 years if we more fully engage diverse talents and ideas within our profession to achieve our mission-based work. Just think how that could increase our effectiveness and impact." *Diversity in Philanthropy Project*

"The term 'structural racism' refers to a system in which public policies, institutional practices, cultural representations, and other norms work in various, often reinforcing ways to perpetuate racial group inequity. It identifies dimensions of our history and culture that have allowed privileges associated with 'whiteness' and disadvantages associated with 'color' to endure and adapt over time." Aspen Institute

\* © Funders for Lesbian and Gay Issues, 2006.

<sup>1</sup> The Annie E. Casey Foundation, *Race Matters* (Baltimore, MD: The Annie E. Casey Foundation, 2006) and GrantCraft, *Grant Making with a Racial Equity Lens* (New York: GrantCraft and Philanthropic Initiative for Racial Equity, 2007).

<sup>2</sup> Diversity in Philanthropy, <https://www.diversityinphilanthropy.org>; Rockefeller Philanthropy Advisors, *Diversity & Inclusion: Lessons from the Field* (New York: Rockefeller Philanthropy Advisors and Council on Foundations, 2006).

<sup>3</sup> The Aspen Institute Roundtable on Community Change, *Structural Racism and Community Building* (Washington, DC: The Aspen Institute, 2004).

<sup>4</sup> "Color-blind racism" views racial inequality as inconsistent or overstated, blames disparities on cultural differences or "nature," and upholds individual rights (equality and meritocracy) without structural examinations. See Eduardo Bonilla-Silva, *Racism Without Racists: Color-Blind Racism and the Persistence of Racial Inequality in the United States* (Second Edition) (Oxford: Rowman & Littlefield Publishers, Inc, 2006); and Philip M. Martinson, *The Danger of Not Speaking About Race: A Summary of Research Affirming the Merits of a Color-Conscious Approach to Racial Communication and Equity* (Columbus, OH: Korean Institute for the Study of Race and Ethnicity, May 2006).

<sup>5</sup> Philanthropic Initiative for Racial Equity, <http://www.asiadequity.org>.

<sup>6</sup> For the purposes of this chart, the term "LGBTQ" is used to denote the diversity of our communities. We also recognize that transgender and gender non-conforming people, as well as lesbians, often receive less institutional support than their counterparts. For an assessment of racial and economic justice LGBTQ issues, see Funders for Lesbian and Gay Issues, *Out for Change: Racial and Economic Justice Issues in Lesbian, Gay, Bisexual and Transgender Communities* (New York: FLGI, 2005-2006).

# RE-CAP/CONSIDERATIONS

- Implicit approaches are limited
- Structural arrangements that produce racial disparities are largely hidden
- Policies and practices that reproduce racial hierarchies unintentionally appear to be neutral
- Blame for racial disparities is often laid at the victim's door



# Systems Analysis Questions

1. What are the inequities? Who's hurt and who benefits?
2. What institutions, unfair policies or practices are involved?
3. What popular ideas, myth or norms reinforce the problem?
4. How did it get this way? What are the cumulative impacts?
5. What solutions and strategies could eliminate the inequities?