



Grantmakers in the Arts
Supporting a Creative America



Pro-BIPOC Arts Funding Community of Practice Workshop

September 8, 2021
Meeting 1 of 4

Welcome!

Land Acknowledgements

- GIA is headquartered on the unceded land of the Lenape and Wappinger peoples.
- We ask you to join in acknowledging the Lenape and Wappinger communities, their elders both past and present, as well as future generations.
- This acknowledgement demonstrates a commitment to beginning the process of working to dismantle the ongoing legacies of settler colonialism.

Story Huddle

Story Huddle: Getting to know the room

*Describe a time when you felt affirmed
as an organizer of people*

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Story Huddle: Getting to know the room

*Describe a problem challenging you
about race in your work*

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Story Huddle: Getting to know the room

Describe a time when you experimented with an idea or approach in your work or personal life

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Facilitators

- **Nadia Elokdah**, VP & Director of Programs, Grantmakers in the Arts
- **Justin Laing**, Founder & Primary Facilitator, Hillombo LLC
- **Eddie Torres**, President & CEO, Grantmakers in the Arts

Who's in the Room?

Group Agreements

Engagement Norms

- Please feel free to eat, stretch, and move.
- Your kids, creatures, and podmates are welcome!
- We'd love to see you, but welcome you to turn off your camera if it is supportive for you.
- Turn off your mic in the large group.
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- WAIT Rule (Why Am I Talking? Why Aren't I Talking?)
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- Occupy Brave Space
- Acknowledge that everyone brings cultural knowledge
- Acknowledge when you are in which zone: Comfort – Stretch – Panic
- Practice selective vulnerability
- Accept and expect a lack of closure



Source: YES! Jam Facilitator

Overview of the Day

Overview of the Day

Will Do

- Connect and build upon racial equity frame from the initial GIA Racial Equity workshop
- Establish a collective pro-BIPOC frame for this workshop
- Begin to understand how to incorporate pro-BIPOC analysis and organizing into our work
- Weave together ideas of leadership and organizing

Might Do

- Explore how our relationship to race, leadership and power informs the assumptions we bring to our work

Won't Do

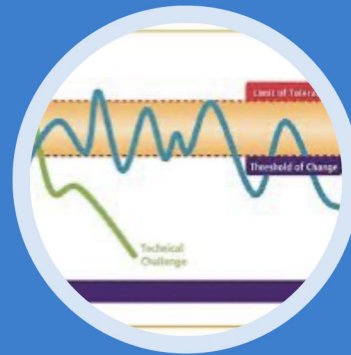
- Leave today with complete resolution

Grantmakers in the Arts: Changes Over Time

- From equity to anti-racism to pro-BIPOC
- From change within culture to cultural change
- Broadcast to follow-up to engagement to organizing
- From creative economy to solidarity economy
- The Ruling Class



Shout out to folks who
came before



Connecting Pro-BIPOC frames & Adaptive Leadership

Our Guiding Questions

What are the ways in which arts grantmaking reproduces powers of White ruling classes?

What kind of organizing and leadership can program officers provide to disrupt that process and create more pro-BIPOC spaces and experiences?

Macro Themes

Critical race frameworks, narrative change and weaponization of European art

Fractals as feedback loops and reproduction disruptors

Personal leadership and mapping pro-BIPOC fractals

Present pro-BIPOC fractals to the group; Future vision for this organizing community



Why This Shift to Leadership & Organizing?

Liberal antiracism framework

- Treats race as an objective category and so talks of “racial equity” or “race relations.”
- Treats race as a category to itself and uses frames such as “BIPOC and women”.
- Poses that understanding race is a journey and, given the proper information, White institutions will make less racist choices.
- **Education is required.**

Critical antiracism framework

- Addresses race as a process that plays important part in reproducing ruling class.
- Looks for intersections of race with other marginalizing frameworks such as gender and citizenship.
- Poses that White institutions will not make concessions to BIPOC people for which they do not see a material benefit.
- **Education, Leadership & Organizing are required.**

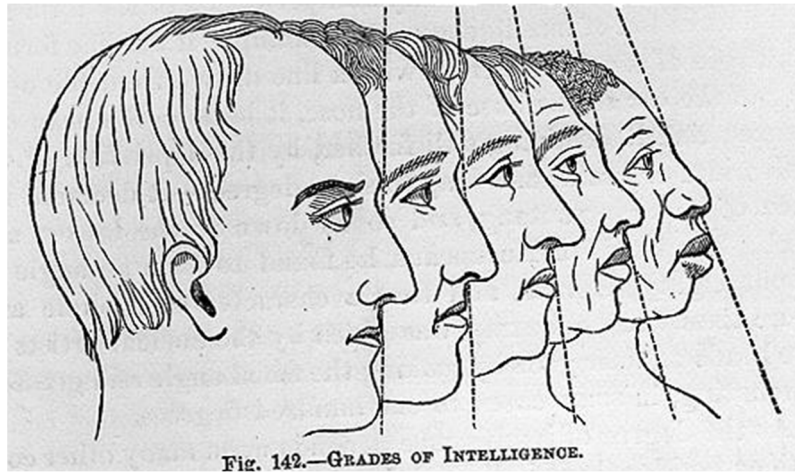
Where Can Pro-BIPOC Interventions Live?

Practice

Program

Policy

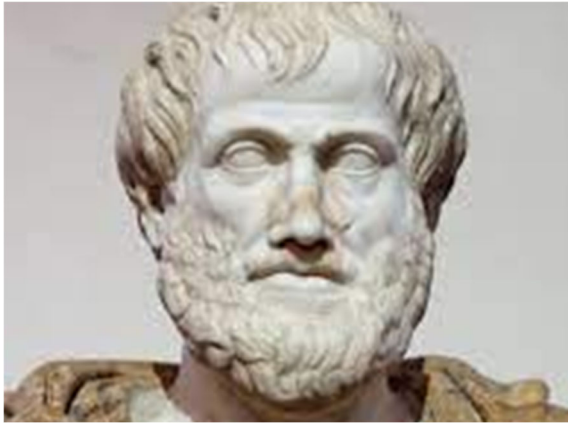
Are "Race" and "European Supremacy" Synonyms?



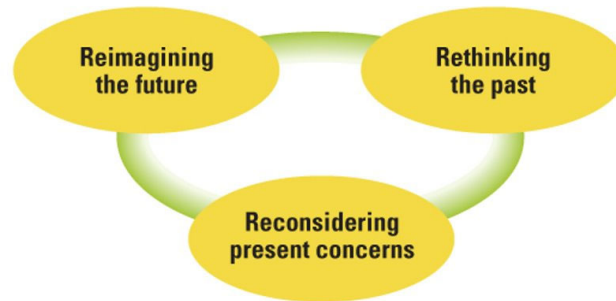
Why "Pro-BIPOC"
rather than
"antiracism" or
"racial equity"?



Philanthropic arts spending and European Supremacy



Pro-BIPOC
Narrative
Strategy



Assignment for Next Workshop Module

- Write a definition of race
- Watch Nicky Case [“Seeing Whole Systems”](#)
- Read Donella Meadows’ [Leverage Points: Places to Intervene in a System](#)
- Bring back tools you may use for experiment (RFP, application, evaluation criteria for grants, etc.)



Grantmakers in the Arts
Supporting a Creative America



Pro-BIPOC Arts Funding Community of Practice Workshop

September 17, 2021
Meeting 2 of 4

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Story Huddle: Getting to know the room

Describe a quality your admired in someone else that you have been cultivating in yourself

Describe how you're doing it

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- **Justin Laing**, Founder & Primary Facilitator, Hillombo LLC
- **Eddie Torres**, President & CEO, Grantmakers in the Arts

Showing up today

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- Acknowledge when you are in which zone: Comfort – Stretch – Panic
- Practice selective vulnerability
- Accept and expect a lack of closure

And, as we begin actively designing experiments:

- The best critique is an alternative; your beliefs will inform your experiments



Source: YES! Jam Facilitator

Overview of the Day

Will Do

- Learn about feedback loops
- Begin designing experiments for anti-racist grantmaking

Might Do

- Design self-authored experiments considering use leverage points for system disruption

Won't Do

- Leave today with complete resolution
- Generate perfect answers

**“LET’S NOT GET CAUGHT UP
IN LANGUAGE.”**

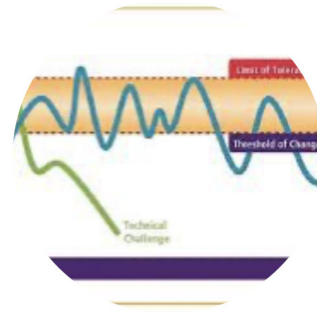
INVITATION TO LEAD / ORGANIZE



There are no broken systems. They are designed to achieve the outcome desired.



There is a need for experimentation.



Engage in productive disequilibrium.

Shifting to Adaptive Organizing

Liberal antiracism framework

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Critical antiracism framework

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- Education, Leadership & Organizing are required.

Shifting to Adaptive Organizing

Liberal antiracism framework

SOFTEN THE CONFLICT IN ORDER TO "GET THE WORK DONE"?

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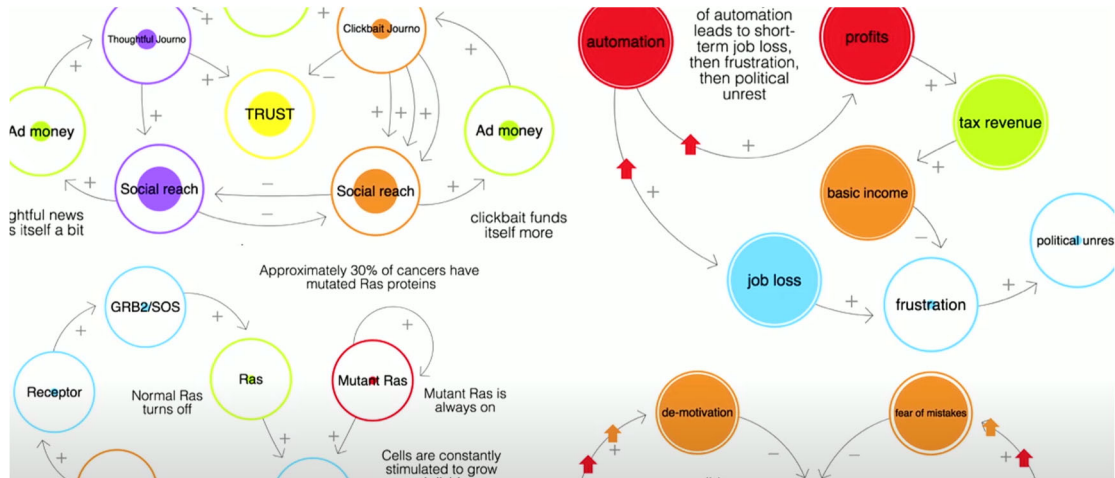
Critical antiracism framework

ENGAGE IN PRODUCTIVE DISRUPTION AS "THE WORK"?

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System Analysis & Intervention

Nicky Case, "Seeing Whole Systems" [2020]



Organizing for Whole Systems

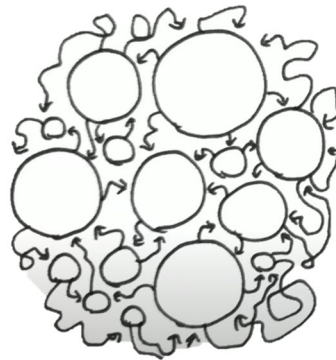
Reinforcing (+) Loops

The strength of negative feedback loops, relative to the impacts they are trying to correct against

Balancing (-) Loops

The gain around driving positive feedback loops

Chaotic (?!) Loops



Organizing for Whole Systems

Reinforcing (+) Loops

The strength of negative feedback loops, relative to the impacts they are trying to correct against

Balancing (-) Loops

The gain around driving positive feedback loops

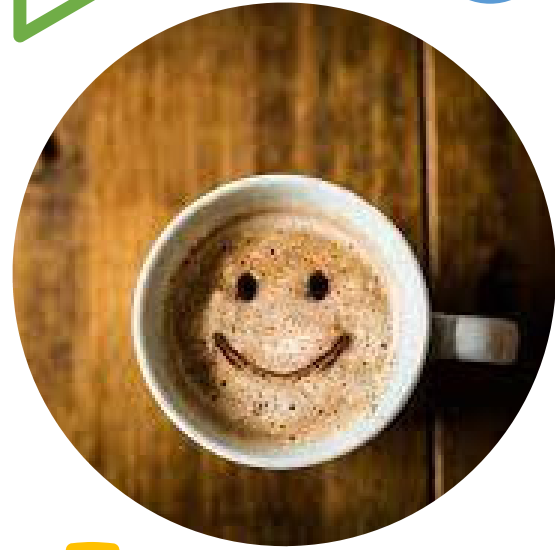
Chaotic (?!) Loops



Leverage Points to Intervene in a System

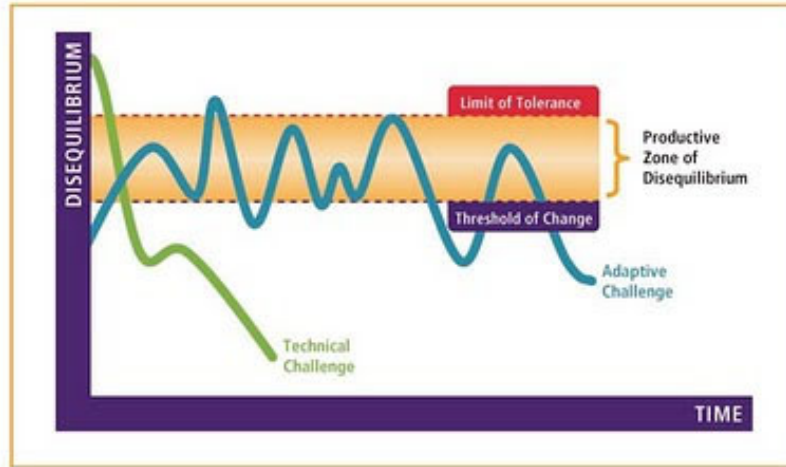
Reflecting on the role of feedback loops in systems, where is there a positive feedback loop reproducing racism at the practice, program, or policy level of your organization?

Take a Break!



Critical Race Intervention/Disruption

The Productive Zone of Disequilibrium



Designing Negative Feedback Loops
[AKA Critical Antiracism Grantmaking]

Critical Conversation + Group Brainstorm

Share ideas and feedback in the google doc:

What are some examples of balancing (-) feedback loops that are or could be implemented in arts grantmaking?

Some Criteria for Balancing (-) Feedback Loops

- Mobilize pro-BIPOC people to hold decision making power/influence
- Shift resources both financial and narrative to BIPOC arts and orgs
- Demystify the power of our institutions & agencies in our communities by making its processes visible
- Challenge the normalization or universalizing of Western Canon arts

EXPERIMENT!

Organizing can serve as a strategy to create balancing (-) feedback loops for racism in your organization.

Experiments

- Hypothesis: If we do... then... and... will be the result
- Criteria?
- Negative feedback loop for White Ruling Class power?
- Success?
- Progress toward that success?
- Your role & positional power: Who do you need to mobilize?
- Who will perceive or experience loss?
- How can you help them process that loss?
- How can you help manage that loss?

Debrief

- Did this exercise help you to create a first-draft experiment to be executed subsequent to the workshop?
- Did you consider the leverage points for your experiment?
- Did you consider your criteria for success?

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Assignments and Next Steps

1. Come to our next session with the experiment for anti-racist arts grantmaking you want to implement or further in the next year.
2. Read "[Knowing What to Do Will Never Be Enough](#)," by Farhad Ebrahimi, Chorus Foundation
3. Review [Power Moves](#) by National Committee for Responsive Philanthropy

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Beginning Your Experiments

Group Discussion Prompts

1. How did you approach choosing your experiment idea?
2. Is it in program, practice, or policy?

Practice

Program

Policy



Grantmakers in the Arts
Supporting a Creative America



Pro-BIPOC Arts Funding Community of Practice Workshop

September 22, 2021 | Meeting 3 of 4

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- **Eddie Torres**, President & CEO, Grantmakers in the Arts
- **Aaron Dorfman**, President & CEO, National Committee for Responsive Philanthropy

Story Huddle: Knowing our zoom room

What is the best compliment you've ever received? What was so great about it?

Showing up today

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And, as we begin actively designing experiments:

- The best critique is an alternative; your beliefs will inform your experiments



Source: YES! Jam Facilitator

Overview of the Day

Will Do

- Map the political landscape of your organization/agency and your ecosystem
- Envision how your experiments may change considering the ruling class and/or political landscape
- Strategize how to organize stakeholders as part of your pro-BIPOC, anti-racist experiments

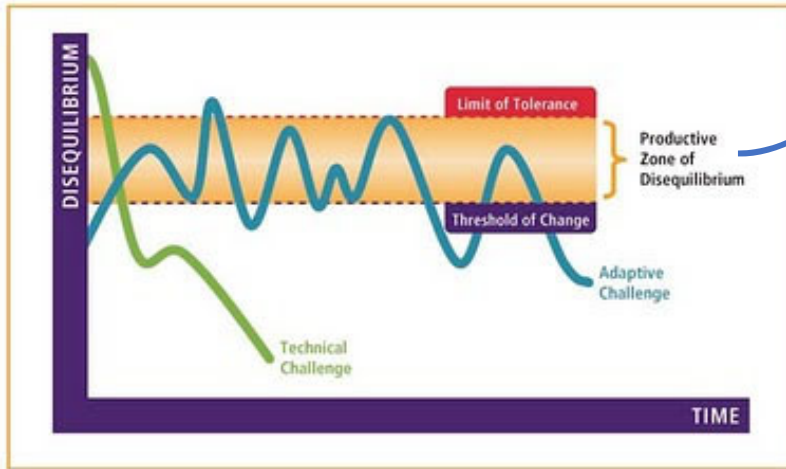
Might Do

- Develop a full organizing strategy as part of our experiments
- Challenge ourselves to tolerate enough risk so that disruption can occur

Won't Do

- Leave today with resolution
- Generate perfect answers

How to Hold Ourselves in the PZD



Power Moves provides an example of how folks are organizing to stay in the PDZ

Power Moves: Activating Philanthropy's Power for Change



Power Moves
Your essential philanthropy assessment
guide for equity and justice

Aaron Dorfman
President & CEO
National Committee for
Responsive Philanthropy
(NCRP)

www.ncrp.org
(202) 387-9177

@ncrp
#POWERMOVESEQUITY



Equity

Achieved when you can no longer predict an advantage or disadvantage based on race, ethnicity, gender, gender identity, sexual orientation, or ability.

An equity framework is a proactive, strategic approach to improving outcomes that accounts for structural differences in opportunities, burdens and needs in order to advance targeted solutions that fulfill the promise of true equality for all.

@NCRP #PowerMovesEquity



Power

Rashad Robinson said,
“Power is the ability to change the rules.”



@NCRP #PowerMovesEquity



Why Talk Power?

Whether through organized people or organized money, power is the force that changes systems.

Every foundation wields power by virtue of its position relative to grant seekers.

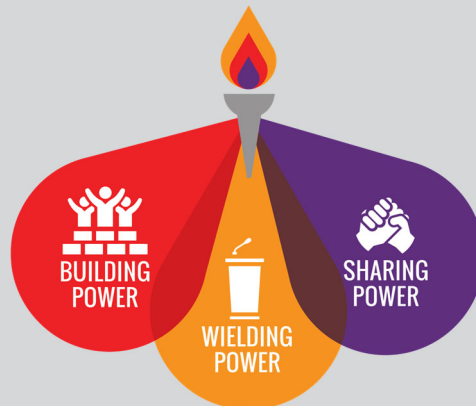
In order to truly strive for and advance equity, grantmakers must understand our own power and privilege in society and in relation to grantees.

@NCRP #PowerMovesEquity



Power Moves

Complete self-assessment toolkit



Examine use of power along 3 dimensions

Identify ways to transform programs and operations for lasting, equitable impact

@NCRP #PowerMovesEquity



POWER MOVES INVITES YOU TO EXPLORE THREE DIMENSIONS OF POWER

BUILDING POWER
Supporting systemic change by funding civic engagement, advocacy and community organizing among marginalized communities



SHARING POWER
Nurturing transparent, trusting relationships and co-creating strategies with stakeholders

WIELDING POWER
Exercising public leadership beyond grantmaking to create equitable, catalytic change

Together, these three dimensions represent the highest aspiration for grantmaking that advances equity & justice

BUILDING POWER
Supporting systemic change by funding civic engagement, advocacy and community organizing among marginalized communities



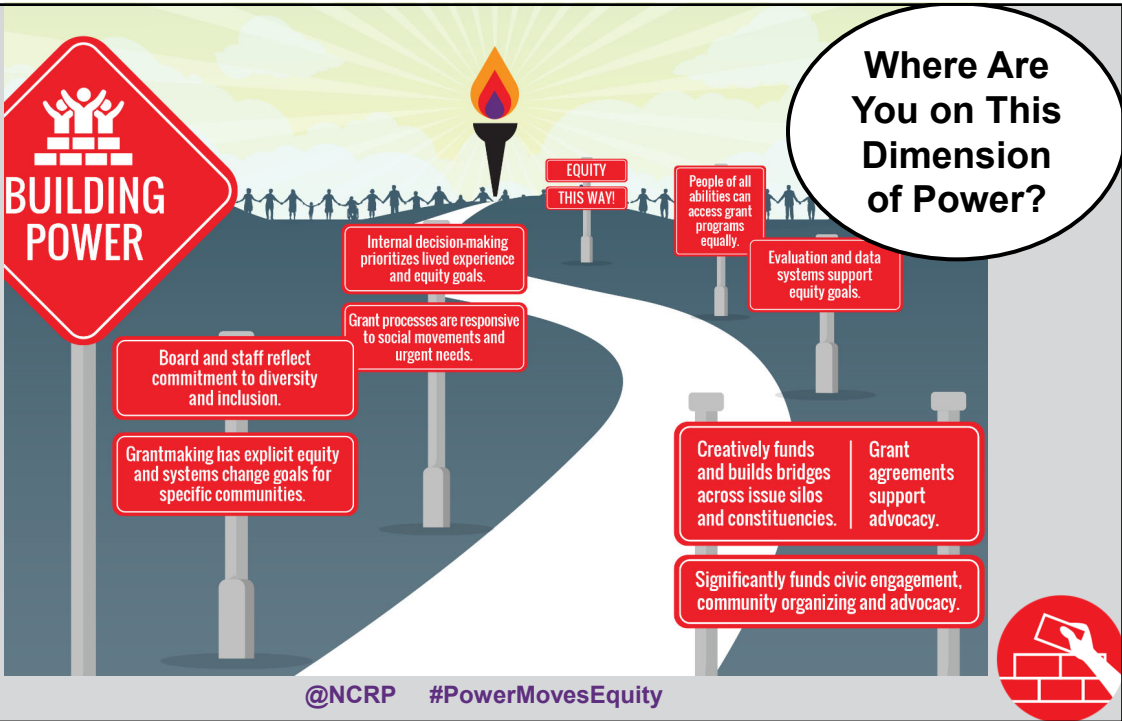
@NCRP #PowerMovesEquity


Funders who **BUILD POWER** and advance equity for marginalized communities:

1. Are explicit in their **goals, strategies, and operations** about advancing **systemic equity** for **specific marginalized communities**.
2. Fund under-resourced communities to build power and **be their own agents of change**.
3. Recognize building power may not fit into narrowly defined issue areas so they fund **cross-cutting approaches**.
4. Fund for the **long-term** while remaining **responsive** to emerging or urgent opportunities.


@NCRP #PowerMovesEquity

Where Are You on This Dimension of Power?



BUILDING POWER



EQUITY THIS WAY!

Internal decision-making prioritizes lived experience and equity goals.

People of all abilities can access grant programs equally.

Evaluation and data systems support equity goals.

Board and staff reflect commitment to diversity and inclusion.

Grant processes are responsive to social movements and urgent needs.


Significantly funds civic engagement, community organizing and advocacy.



Grantmaking has explicit equity and systems change goals for specific communities.

Creatively funds and builds bridges across issue silos and constituencies.

Grant agreements support advocacy.

@NCRP #PowerMovesEquity








SHARING POWER

Nurturing transparent, trusting relationships and co-creating strategies with stakeholders



@NCRP #PowerMovesEquity



Funders who SHARE POWER with grantees and community members:

1. Are highly **responsive, inclusive, and transparent in communication** with existing and prospective grantees.
2. Provide **multi-year core funding**, build trust through **attendance**, and share funding **connections**.
3. Engage with and **solicit input** from the communities they seek to benefit, going **beyond the usual** folks.

@NCRP #PowerMovesEquity



SHARING POWER

Where Are You on This Dimension of Power?

EQUITY THIS WAY!



- Offers responsive, culturally appropriate support beyond the grant.
- Streamlines application and reporting requirements.
- Application process is accessible to people with disabilities.
- Deeply engages community, beyond usual suspects.
- Offers resources to support access and inclusion of people with disabilities.
- Strives for relationships that are equitable and inclusive.
- Includes grant partners and other constituents in decision-making.
- Solicits consistent feedback from grant partners to inform learning and action.
- Communicates openly and transparently.
- Provides flexible grants (core funding, multi-year commitments).

@NCRP #PowerMovesEquity

WIELDING POWER

Exercising public leadership beyond grantmaking to create equitable, catalytic change



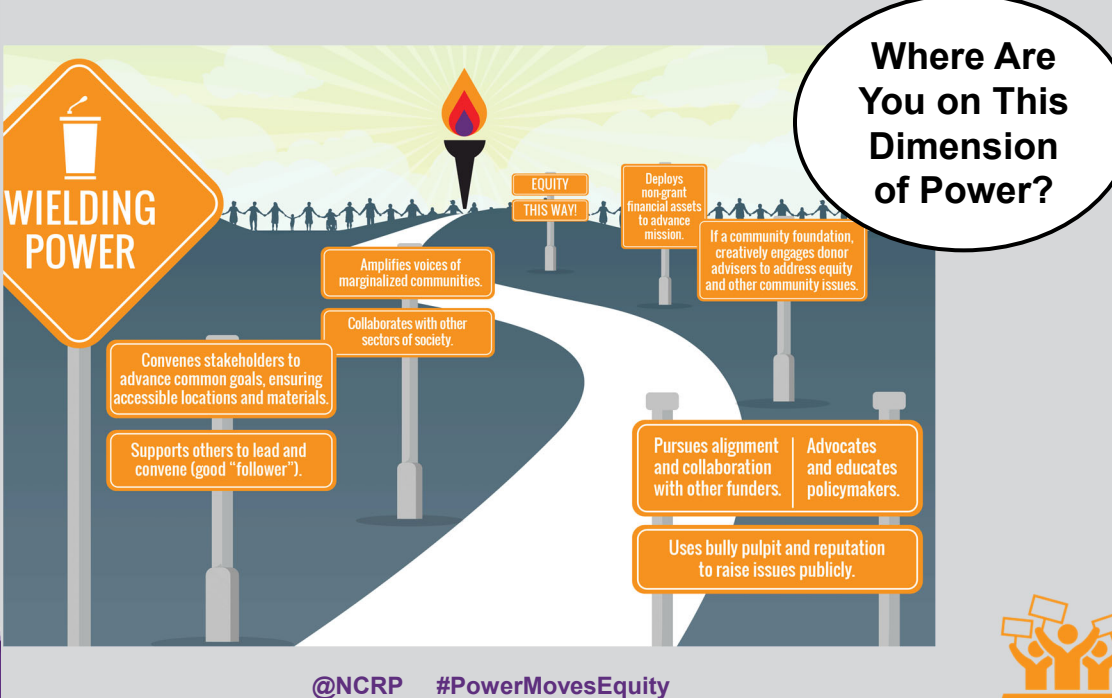
@NCRP #PowerMovesEquity

Funders who WIELD POWER responsibly and effectively:


1. **Convene** grantees and community stakeholders for a **shared purpose**; **participate** in other convening tables
2. **Organize** and **collaborate** with philanthropic **peers** and with **other sectors** (such as government)
3. Use **reputation and expertise** to bring **visibility** to critical issues and **amplify** the voices of the **most marginalized**
4. Deploy **nongrant financial assets** creatively to **shift resources and power** to underinvested communities

@NCRP #PowerMovesEquity

Where Are You on This Dimension of Power?

@NCRP #PowerMovesEquity



Download ***POWER MOVES*** at
www.ncrp.org/power-moves



@NCRP #PowerMovesEquity



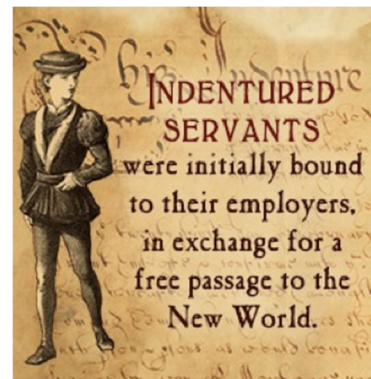
Take a Break!



Debrief: Informing Your Experiments

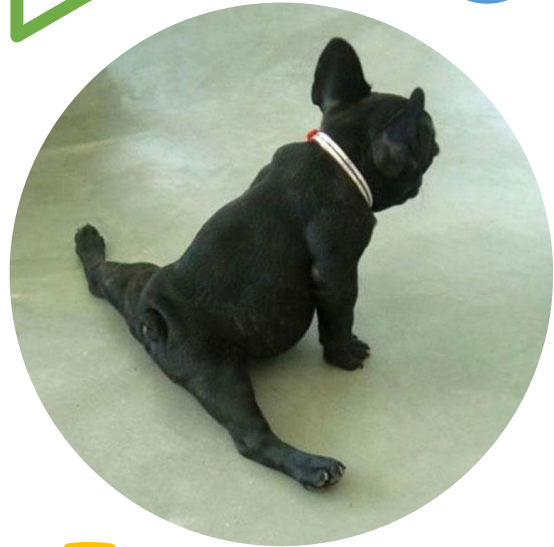
In your breakout groups, please discuss the following two questions. Be prepared to share in the large group:

What opportunities does Power Moves offer you to stay in the Productive Zone of Disequilibrium (PZD)?
What are some of the criteria for evaluation and success?



How might race serve ruling classes?

Take a Break!



Revisiting Your Experiments

Amending Your Experiment

Considering the presence and actions of the White ruling class in your organization, how might you refashion your experiment for disruption?

Pro-BIPOC Criteria

Indicators of Success

Placement in the Complex System

Assignments and Next Steps

----- *Assignments:*

- Read Emergent Strategy pp 77-78 PDF
- Re-review [The Theory Behind the Practice: A Brief Introduction to the Adaptive Leadership Framework](#)
- This is a [very brief summary of](#) The Theory Behind the Practice: A Brief Introduction to the Adaptive Leadership Framework

Close with Inspiration

Who encourages you?



Pro-BIPOC Arts Funding Community of Practice Workshop

September 28, 2021

Meeting 4 of 4

Welcome!

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Present and Future Headlines

In your pair-and-share groups:

- *Share two headlines that capture your work as organizers across the cultural funding sector, one for your present self and one for your future self!*
- *Remember...
we gladly accept rough drafts and half-baked ideas, especially given the roots of experimentation are in iteration!*

Showing up today

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And, as we begin actively designing experiments:

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Source: YES! Jam Facilitator

Overview of the Day

Will Do

- Learn about each others' experiments to advance a pro-BIPOC arts funding ecosystem
- Create a new vision/imaginary for this ecosystem
- Consider what type of movement spaces are helpful for continuing this work

Might Do

- Co-create a spaces for organizing within and toward a pro-BIPOC arts funding ecosystem
- Decide the form this community of practice will take going forward

Won't Do

- Leave this workshop with resolution
- Solve whole problems, generate perfect answers

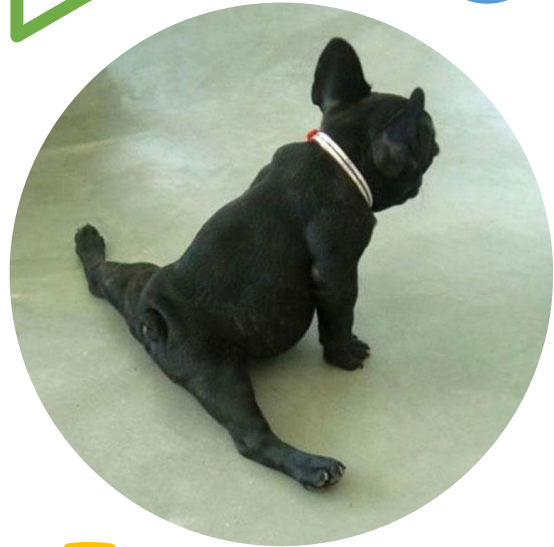
Sharing Experiments Together

Questions for Sharing Feedback

Questions for Sharing Feedback:

- What aspect of racism is your learning project disrupting?
- Is this project leaning towards building power (grants to BIPOC antiracist work) or sharing power (redistributing organization power)?
- How much disequilibrium or disruption do you see this causing on a scale of 1-5?
- Are there some other elements you'd like to suggest including re: disrupting and sharing?

Take a Break!



Sharing Experiments in Groups

Questions for Sharing Feedback

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Where do we go from here?

Mapping Organizing Future(s)

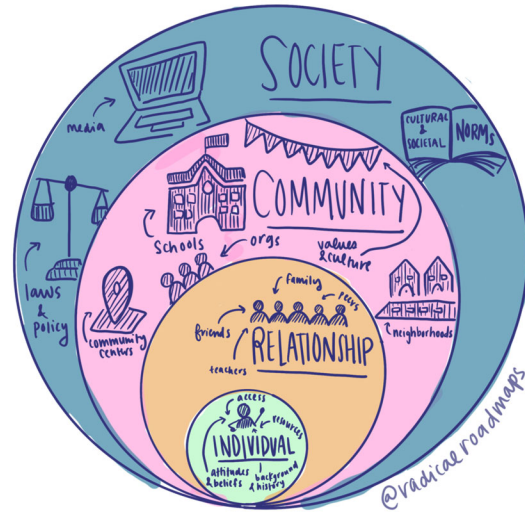
What We Want to Build Together:

- **"There is a conversation in the room that only these people, at this moment can have. Find it." – adrienne maree brown**
- Mapping your experiments within a spectrum/ecosystem
- Collectively generating ideas for movement spaces to support pro-BIPOC arts funding ecosystem
- Discuss what types of movement spaces are helpful for continuing this work

Continuing to Organize for Pro-BIPOC Arts Funding Ecosystem

What We Want to Build Together:

- Next steps
- Survey
- Follow-up



From: [Fractals: The Relationship Between Small and Large](#),
by [adrienne maree brown](#) (March 1, 2019)

Thank you!