Collaborating to See All Constituents Reach Their Full Potential:

Memorandum on Research and Resources on Equity and Collective Impact

About this Research

In early 2015, staff from Grantmakers for Effective Organizations (GEO) and the Collective Impact Forum (CI Forum) came together to respond to their respective members' interest in considering how grantmakers can support bringing an equity lens to collaborative efforts. Because neither GEO nor the CI Forum has deep expertise in this space, the first step was to conduct an environmental scan to 1) learn more about key considerations when applying an equity lens to community collaboration work such as collective impact; 2) consider whether we might want to offer a potential community of practice to members; and 3) identify organizations with whom we might partner if we moved forward with supporting our member bases in a particular way.

We did desk research and conducted brief interviews with funders, practitioners, and equity advisors who bring deep understanding of the ways in which funders can support collaborative, place-based work with equity at the fore. We are deeply grateful to the following eleven people for helping to inform our early learning:

Organization	Name
The California Endowment	Sandra Witt, Director, Healthy Communities (North Region)
Casey Family Programs	Antoinette Malveaux, Managing Director, Strategic Engagements and Initiatives
D5 Coalition	Kelly Brown, Director
JustPartners, Inc.	Paula Dressel, Vice President
Living Cities	Juan Sebastian Arias, Program Associate
The Philanthropic Initiative for Racial Equity	Lori Villarosa, Executive Director
PolicyLink	Marc Philpart, Director
Race Matters Institute	Joanna Shoffner Scott, Director
Thrive Washington	Dan Torres, Director of Community Momentum Sam Whiting, President and CEO
The W. K. Kellogg Foundation	William Buster, Director of Mississippi and New Orleans Programs

We found this research useful and decided to share the findings publicly given growing interest among philanthropic practitioners about equity. The following memo documents our learnings from this early scan. Please find additional thoughts shared by the interviewees on page 9 of this document or read more about the background of this research at Exploring Equity in Collaborative Grantmaking.

Collaborating to See All Constituents Reach Their Full Potential

Place-based and collaborative efforts, particularly those following a collective impact model (see Appendix 1: Collective Impact Model), are well suited to supporting work aimed at reducing inequities. By definition, such collaborative efforts aim to foster communication among various actors and to develop community agency and ownership. Grantmakers involved in collaborative work have historically highlighted the importance of relationship building, trust, and community engagement in creating conditions for success. In particular, collective impact involves bringing together cross-sector stakeholders to align on a common agenda, an activity that is most effective when the full range of perspectives affected by an issue have a voice at the table. The collective impact model also emphasizes the importance of using data to determine where interventions may be most meaningful and to assess progress against shared measures of success; this data is most effective if disaggregated to pinpoint inequities.

However, it is important to note that while collective impact and community collaboration efforts often focus on creating "systems-level" change, these efforts may inadvertently reinforce inequities unless they intentionally address longstanding and structural forms of bias and marginalization. One practitioner noted that this can be especially true if leaders with the power to create institutional change (namely government stakeholders) are not adequately involved. We defined equity as achieving parity in life outcomes among groups of people classified by social identities, and used a broad definition that encompasses a variety of such identities, including but not limited to race, ethnicity, gender, sexual orientation, ability and class.

In addition to secondary research, we interviewed five staff of grantmaking organizations engaged in collaborative or collective impact work. We also interviewed five expert advisors – people who have been deeply engaged in work on equity and inclusion with a strong understanding of the philanthropic sector. Interviews quickly surfaced racial equity as a particularly important lens, and interviewees largely focused their thoughts and recommendations with this frame in mind. Therefore, this scan is largely focused on considerations and resources related to racial equity, while noting other considerations and resources that also emerged. The content below is merely a synthesis of key themes that emerged in our desk research and interviews; please see the appendices for links to people and resources that can provide deeper understanding.

Infusing Equity into Collaboration Can Be Challenging

Infusing an equity lens throughout a collaborative approach is challenging to implement, even for actors with explicit intentions around reducing inequity. That said, this is work we must master if we are to successfully support community constituents in engaging in change efforts and reaching their full potential. Our research pointed toward several reasons why this work may be challenging:

- Fully committing to reducing inequity often requires changes to grantmaking practices and organizational culture. Several interviewees emphasized the importance of training staff and reviewing internal practices and strategies to understand how grantmakers may be supporting equity or inadvertently reinforcing inequity through norms, policies, and procedures. As one example, existing request for proposal (RFP) processes may inadvertently reinforce inequity if response times are too short to allow organizations with leaner staff or less proposal writing experience (but deeper community context or equity expertise) to respond. Systematic review of organizational culture and practices may illuminate opportunities for grantmakers to be intentional about committing to equity while also improving grantmaking outcomes. Funders may also have an opportunity to be more intentional about considering power and privilege as part of the grantmaking process, for example making explicit efforts to ask for partners' input before finalizing decisions or considering investing in public/private partnerships that are designed to acknowledge and address distribution of power. Several tools exist that may help with examining existing organizational practices and identifying opportunities for improvement; see Appendix 2: Examples of Equity-Focused Organizational Assessment Tools for examples.

- It can be difficult to even start conversations about inequity. The culture in the United States is heavily focused on individualism and meritocracy. The idea that individuals from specific groups are impacted in different ways runs counter to notions of individualism. Tensions around inequity, particularly when dealing with racial inequities, often run high and involve strong emotions. Partners in collaborative efforts are often already working hard to develop relationships and find common ground among competing interests and agendas; beginning a discussion about equity gaps can feel divisive and therefore may be avoided. A practitioner suggested sharing disaggregated data as a way to begin the conversation; this can be a more neutral way to open the doors for communication. Without explicitly identifying equity as a priority, collaborative efforts run the risk of inadvertently reinforcing the status quo or even deepening equity gaps.

- Committing to equity may require investing time up front to develop trust and relationships; this can feel difficult for funders eager to jump quickly into programmatic work. Developing the ability to productively raise and address issues of inequity among community stakeholders may require multiple meetings to develop trust, respect, and a sense of common purpose. Interviewees and publications noted the need to slow down in several areas. Interviewees highlighted relationships as critically important in collaborative work, particularly when concerns exist about equity gaps. Such relationships take time to develop, and will be perceived as more genuine when they are built to endure beyond a single grant or programmatic event. Two funders noted that addressing inequity may require facilitating community healing in order to foster an environment conducive to collaborative change. And several interviewees noted that facilitating inclusion can be viewed as an outcome in itself; bringing broader representation into decision

making and facilitating discussion of equity issues can be important early indicators of community progress.

- Disaggregated data may not exist or may be too limited to be meaningful. Interviewees noted that data that can be disaggregated by social group identity (e.g., by sex, race, ethnicity, income) is critical to understanding local experiences of inequity. Without this data, barriers at the root of inequities cannot be as clearly defined, and the collaborative can't pinpoint where to prioritize actions or how to target strategies so they can be most effective. Data may not be available due to capacity constraints, or may simply never have been collected in a way that can be effectively disaggregated. In some cases, local organizations may resist sharing data due to privacy considerations, concern that results may reinforce stereotypes or be used punitively, or negative historical relationships. It is important to understand the context in a given community and consider how data might inform, shape, or disrupt existing local narratives.

- Even for collaborative efforts with an explicit focus on equity, results (in terms of reduced equity gaps) are not yet clear. This can hinder organizations from making investments in equity as they may feel clear approaches are not yet proven. Interviewees were generally cautious about whether there is "evidence" on what works. This is long-term work, and identifying direct linkages to population-level results will take time. Some interviewees suggested that interim or leading indicators, especially process indicators, may be more reasonable to assess (e.g., increased representation of diverse perspectives among decision makers, application of equity assessment tools).[1] Several interviewees noted it would be helpful for the field to apply mixed-methods evaluation and learning approaches to better understand what practices appear promising, as this could encourage grantmakers to take up an equity lens.

Grantmakers Can Approach Equity in Multiple Ways

While there are several challenges in applying an equity lens to place-based, collaborative work, interviewees also suggested grantmakers can address inequity in multiple ways. One interviewee, an equity advisor, also cautioned that each of these actions can inadvertently reinforce inequity if care is not taken to assess grantmakers' processes with an equity lens.

Using programmatic funds to advance equity

Grantmakers can provide financial support to organizations that are directly working to reduce inequity in communities, such as providing funds to after-school providers who are working with children who face substantial disparities in education outcomes. Grantmakers can also award funding to support systemic or structural approaches to advancing equity in particular communities, such as providing resources to collaboratives explicitly committed to closing disparities or providing social justice training to local leaders. As noted above, grantmakers can also examine the ways in which they disburse all grant funds to ensure that equity is being supported both directly and indirectly.

Deploying capital beyond programmatic funds

In addition to programmatic support, grantmakers can enable capacity building for community organizations that reflect the lived experiences of those affected by the challenges a collaborative effort is looking to solve (particularly organizations that are equity champions or advocates). Such organizations may have experienced historical marginalization and not have had opportunities to invest in building infrastructure for data analysis, fundraising, or other core functions. Program- or mission-related investments could also be applied with an equity lens (e.g., investing in Pay for Success opportunities or social impact bonds to reduce recidivism rates). Funders can deploy human capital in the form of board members and staff who are equipped to advocate for change or work collaboratively with other system leaders to design and implement particular strategies. Grantmakers may also have several other forms of "capital" that can be applied to facilitating social change, such as the ability to influence stakeholders to come to the table for discussions, decision making, and support and resources to push for policy change.

Applying equity frames or approaches as a lens to all activities

If a grantmaker does determine they want to infuse their collective impact or community collaboration efforts with an equity lens, how might they begin to do so? Several key "frames" or approaches emerged as helpful in our research. Although a comprehensive review of each was out of the scope of the scan, our research and interviews suggest that it is important for grantmakers to develop an understanding of these concepts as an entry point into efforts to promote greater equity. Building competency around these concepts can help by providing a common language for dialogue and enabling more informed selection of appropriate tools to support equity analysis and implementation.

Structural Racism

The concept of structural racism was far and away the approach most commonly suggested as a way to apply an equity lens to community collaboration; it was referenced by all interviewees. This concept was heavily referenced in literature as well. The Annie E. Casey Foundation, citing john a. powell and Kochhar, Fry, and Taylor in 2014, defined structural racism as

> *"racial bias across institutions and society. It describes the cumulative and compounding effects of an array of factors that systematically privilege white people and disadvantage people of color." The Foundation went on to note, "Since the word "racism" often is understood as a conscious belief, "racialization" may be a better way to describe a process that does not require intentionality. Race equity expert john a. powell writes: "'Racialization' connotes a process rather than a static event. It underscores the fluid and dynamic nature of race... 'Structural racialization' is a set of processes that may generate disparities or depress life outcomes without any racist actors."* [2]

Targeted Universalism

john a. powell defines targeted universalism as a strategy "that is inclusive of the needs of both the dominant and the marginal groups, but pays particular attention to the situation of the marginal group."[3] Targeted universalism can be viewed as similar to the ways in which

companies do market segmentation; while aiming to appeal to a wide range of customers, companies often create targeted marketing strategies based on the unique needs, values, and interests of varying subgroups of consumers. For example, funders focused on improving equity in access to health care might begin by segmenting data by race, ethnicity, sex, geography or income, and based on differences in outcomes may next seek to understand what is driving the differences in order to design targeted interventions. Interestingly, multiple practitioners interviewed cautioned that using the language of "targeted universalism" may not resonate well with stakeholders who may be uncomfortable with explicitly discussing equity or creating specialized strategies to address inequity. In such cases, noted interviewees, it can be helpful to use language such as "segmentation" or "high leverage points" as a way to guide collaborative stakeholders toward equity analysis when they may be explicitly resistant to equity approaches.

Power analysis

Several interviewees mentioned an analysis of power dynamics as an important component of effectively addressing structural oppression. A practitioner noted that their work is heavily focused on partnering with government as a means to strengthen equity-based decision making among stakeholders with the greatest ability to remove structural barriers and sustain progress through policy changes. Speaking specifically about racial equity, Terry Keleher of Race Forward noted in a volume released by the Philanthropic Initiative for Racial Equity in 2012 that, "Grassroots models – community organizing, civic engagement, and social justice movement building – are well suited for advancing racial justice because they emphasize empowering the disadvantaged, uniting different communities, challenging prevailing patterns of power, and striving for systemic change."[4] The notions of civic engagement, bringing together of disparate stakeholders, and focus on systemic change align well with collective impact and community collaboration models.

Intersectionality

Some interviewees pointed to the concept of intersectionality as a helpful frame for approaching equity considerations. Intersectionality is a concept that emerged from the fields of sociology, cultural studies, and critical race theory, and points to the complexities of how people experience privilege and disadvantage based on the multiple group memberships they may have.[5] Application of an intersectionality lens makes it clear that the experience of oppression is not binary. People are not simply oppressed or not oppressed; their experience of oppression may manifest in different ways based on multiple group identities. As Rita Hardman, Bailey Jackson, and Pat Griffin note, "An Asian or Latino gay man experiences the privilege of sexism in different ways than a white European heterosexual man because his experience of male privilege is muted by his identity as a man of color in a racist society and a gay man in a homophobic society." [6]

The concept of intersectionality may be particularly relevant in collaborative efforts where multiple identity factors appear to be influencing outcomes relevant to the social issues being addressed. That said, there is some debate on whether application of intersectionality thinking is always helpful. Two interviewees noted that considering intersectionality increases the complexity associated with addressing equity issues; because it involves assessment of multiple identity factors, an intersectional approach may

make it harder for collaborative partners to focus—particularly on more challenging issues such as race. Additionally, some interviewees felt issues related to physical ability are often lost in the mix, and mentioned that philanthropy could do more to highlight and address inequity for people experiencing physical or mental disabilities. One interviewee suggested looking to government approaches toward reducing inequity for people who are physically disabled as particularly helpful.

Other frames

To a lesser degree, interviewees also highlighted implicit or unconscious bias, internalized oppression, and privilege as concepts that are also important to understand, particularly within a systemic or structural oppression analysis.

Leveraging equity-focused tools and resources

Interviewees pointed to several specific tools/resources as useful when embedding equity considerations into their work (alphabetized by first organization noted):

- ABFE offers a [framework on Responsive Philanthropy in Black Communities](), tailored specifically to grantmaking in and for Black communities. They have designed the framework to define specific characteristics of philanthropy that are more likely to reduce racial disparities, and are available to partner with grantmakers in the United States to apply this framework to their investments.
- The Applied Research Center (ARC – now known as Race Forward) and the Philanthropic Initiative for Racial Equity (PRE) created a [Racial Justice Grantmaking Assessment]() to help foundations assess their internal and external systems to support organizations led by people of color and drive resources toward groups operating with racial justice analysis.[7]
- Several interviewees pointed to the [City of Seattle's Race and Social Justice Initiative]() (RSJI) as a promising example of how equity considerations can be applied to larger systems beyond single organizations. The RSJI offers several resources on its website, including a [Racial Equity Toolkit]() that "lays out a process and a set of questions to guide the development, implementation and evaluation of policies, initiatives, programs, and budget issues to address the impacts on racial equity."[8]
- For grantmakers focused on education outcomes, Glenn Singleton's [Courageous Conversations About Race]() framework may be of interest as a means for helping educators address persistent racial inequities.
- [Cracking the Code]() is a film highlighting stories from racial justice leaders in the United States. The film asks America to "talk about the causes and consequences of systemic inequity," and can be purchased along with a conversation guide. Film and dialogue events can also be followed by workshops with World Trust Educational Services equity and diversity facilitators, and [Racial Equity Learning Modules]() are also available.
- The D5 Coalition has created an interactive [Policies, Practices, and Programs Resource Guide]() to share resources that foundation leaders have found useful in taking steps to advance diversity, equity, and inclusion in their institutions. The resources are organized along four tasks to help: 1) make the case that DEI is

- important; 2) write DEI into organizational policies; 3) implement strong DEI practice; and 4) monitor work to ensure accountability.
- Funders for LGBTQ Issues offers [several tools](#) to help grantmakers focus on equity with regard to sexual orientation and race. In particular, the [Common Vision Guide to Structural Change Grantmaking](#) may be of interest for grantmakers focused on community collaboration. With support from the Ford Foundation, Funders for LGBTQ Issues launched two regional funder learning cohorts in 2008 to "create healthy communities with widespread equity for all." The cohorts were funded for two years, and the Common Vision Guide offers lessons learned and guidance related to structural change grantmaking.[9]
- GrantCraft and PRE partnered to produce a guide on [Grantmaking with a Racial Equity Lens](#). The guide offers three tools for activating a racial equity lens, along with insights on how a racial equity lens works and can be applied.
- The Head, Heart, and Hands framework was developed by Jarrod Schwartz at Just Communities and based on a model by Anthony Neal. The framework, described in a [blog by Living Cities](#), was noted as a helpful tool for talking about and taking action on equity considerations.
- PolicyLink has [several tools](#) adapted for particular issues or strategies. These include tools for advocacy; equitable development with regard to topics including affordable housing, economic opportunity, and health; community-centered policing; and a National Equity Atlas that provides data on a range of indicators that can be disaggregated by race.
- The Race Matters Institute and Annie E. Casey Foundation created the [Race Matters toolkit](#) in 2006. The kit is a collection of tools to support racial equity in a variety of ways, from how to develop a common understanding of why race analysis is important to tools for effective discussion and advocacy. The kit also includes a User's Guide[10] to orient users to the various components and help with identifying which tools may be useful and when.
- [Racial Equity Tools](#) offers tools, research, tips, curricula and ideas for people who want to increase their own understanding and to help those working toward justice at every level – in systems, organizations, communities, and the culture at large.[11]
- The W.K. Kellogg Foundation created a [Racial Equity Resource Guide](#) that can be searched for tools and resources on a variety of topics; this includes several [resources related to racial healing](#).

While several tools to support equity-focused work exist as noted above, nearly all interviewees were explicit that success depends less on the specific tools selected than on how they are interpreted and applied to a local context. Interviewees suggested that engaging with relevant community stakeholders is a critical first step in pursuing an equity-focused approach to collaborative work; community members familiar with the root causes of the problem can help identify what is contributing to inequity within the system under consideration for a given effort. Interviewees were clear that context is paramount, and that each community will have a unique combination of pre-existing relationships, histories, and assets. Any tools or resources intended to support development of an equity lens should be selected with this in mind and adapted for use within the specific context of

a given community. Interviewees also suggested that leveraging organizations embedded within the community and led by people with relevant lived experience can be tremendously valuable in selecting and adapting tools for local use. Lastly, it was also noted that any tool is developed from the point of view of a specific equity analysis; therefore it is important to identify partners who have a strong understanding of the particular analysis being applied and to work together on implementation.

Moving forward

From this scan and conversations with members of GEO and the Collective Impact Forum, we know there is great interest among grantmakers in more deeply exploring grantmakers' roles in bringing equity-focused awareness, understanding, intent, leadership and resources to bear when supporting collaborative efforts. Our initial research led to many new and interesting questions, and we will continue to explore what sorts of learning opportunities may be most suited to GEO's and the Collective Impact Forum's members.

Voices from the Field

Contributors to this research scan share more recommendations on how organizations can add an equity lens to their work to help better serve their communities.

[3 Levels of Racial Equity Work within Collective Impact](#) by Juan Sebastian Arias and Jeff Raderstrong (Living Cities)

[If You Don't Know Who You're Impacting, How Do You Know You're Making an Impact?](#) by Kelly Brown (D5)

[Pitfalls to Avoid When Pursuing Equity](#) by Sandra Witt (The California Endowment)

Appendix 1: Collective Impact Model

There are five conditions of collective impact

1. Common agenda

All participants share a vision for change that includes a **common understanding of the problem** and a joint approach to solving the problem through agreed-upon actions

2. Shared measurement system

All participants agree on how to measure and report on progress, with a **short list of common indicators** identified and used to drive learning and improvement

3. Mutually reinforcing activities

A diverse set of stakeholders, typically across sectors, **coordinate a set of differentiated activities** through a mutually reinforcing plan of action

4. Continuous communication

All players engage in **frequent and structured** open communication to build trust, assure mutual objectives, and create common motivation

5. Backbone support

An **independent, dedicated staff (with funding!)** guides the initiative's vision and strategy, supports aligned activities, establishes shared measurement practices, builds public will, advances policy, and mobilizes resources

Source: FSG SSIR Collective Impact Article, Winter 2011; FSG Interviews; FSG Interviews & Analysis

Appendix 2: Examples of Equity-Focused Organizational Assessment Tools

Note: this is not an exhaustive list. Also note that these are all focused on racial equity, though they could be adapted for a wider range of equity considerations

- Annie E. Casey Foundation: [Race Matters: Organizational Self-Assessment](#)
- [D5 Coalition self-assessment tool](#) (available for completion on line or can be downloaded)
- The Applied Research Center (ARC) and the Philanthropic Initiative for Racial Equity (PRE): [Racial Justice Grantmaking Assessment](#) (note, this is part of a broader publication called "[Catalytic Change: Lessons Learned from the Racial Justice Grantmaking Assessment](#)," which provides more context and lessons learned about how to use the tool)
- Coalition of Communities of Color and All Hands Raised: [Tool for Organizational Self-Assessment Related to Racial Equity](#)
- Western States Center: [Assessing Organizational Racism](#)
- Western States Center: [Assessing Our Organizations](#) (tool for assessing an organization's commitment to LGBTQ equality)

Appendix 3: Suggested Contacts re: Existing Peer Learning Groups

- ABFE (A Philanthropic Partnership for Black Communities) maintains a [Learning & Action Network](#) of funders directing resources to initiatives to improve life outcomes for Black males. Edward M. Jones is the Director of Programs and the relevant contact for this work (ejones@abfe.org).
- The Aspen Institute Roundtable on Community Change provides occasional [Racial Equity and Society seminars](#) and provides [technical assistance and advising support](#) to alumni as they implement equity-promoting strategies. For further information, contact RCCinfo@aspeninstitute.org.
- [The Center for Social Inclusion](#) works to identify and support policy strategies to transform structural inequity and exclusion into structural fairness and inclusion. The Center works with community groups and national organizations to develop policy ideas, foster effective leadership, and develop communications tools for an opportunity-rich world in which we all thrive no matter our race or ethnicity.
- [D5](#) is a coalition started in 2010 to advance philanthropy's diversity, equity, and inclusion. The coalition is a growing collaboration of foundations large and small, individual donors, regional and national associations, and organizations that focus on diverse communities. Kelly Brown is the Executive Director and was an interviewee for this memo.
- [Everyday Democracy](#)'s mission is to help communities talk and work together to create communities that work for everyone; they help communities pay particular attention to how structural racism and other structural inequalities affect the issues communities address.
- Funders for LGBTQ Issues created [Common Vision cohorts](#) to support funders interested in creating healthy communities with widespread equity. Though the cohorts took place from 2008-2010, it may be helpful to speak with the project leads to learn from the work they did:[xii]
  - [Jara Dean-Coffey](#), Founder & Principal, jdcPartnerships, who co-designed the overall process w/LGBTQ and facilitated cohort work
  - [Steven LaFrance](#), Founder & Principal, LFA Group, who served as the project evaluator
  - [J. T. Taylor](#), Senior Consultant, LFA Group
  - [Ellen Gurzinsky](#), Program Director at Funders for LGBTQ Issues (2007 - 2009)
- In 2008, [The Funders' Network for Smart Growth and Livable Communities](#) launched [PLACES](#) (Professionals Learning About Community, Equity, and Smart Growth), its first philanthropic leadership development initiative. PLACES is designed as a year-long fellowship program that offers tools, knowledge, and best practices to enhance funder grantmaking decisions in ways that are responsive to the needs and assets of low-income neighborhoods and communities of color. To learn more, contact Kristopher Smith, Director of Leadership Development (kris@fundersnetwork.org).
- [The Government Alliance on Race and Equity](#) is a national network of government working to achieve racial equity and advance opportunities for all. The Alliance supports cohorts of jurisdictions that are at the forefront of work to achieve racial

equity by providing best practices, tools and resources. They also develop a "pathway for entry" into racial equity work for new jurisdictions, and support and build local and regional collaborations focused on achieving racial equity. Julie Nelson is the relevant contact (julie.nelson@racialequityalliance.org).

- The Philanthropic Initiative for Racial Equity offers labs for funders to learn more about how to deepen a structural racialization lens into grantmaking. PRE also conducts workshops ranging from entry to advanced levels in partnership with regional associations of grantmakers and issue- and identity-based affinity groups to assist members in addressing racial equity. For further information, contact Lori Villarosa (villarosa@racialequity.org).

- Sam Whiting (from Thrive Washington) noted he is part of a peer cohort working on infusing equity into grantmaking practice as part of Philanthropy Northwest; he suggested reaching out to Sindhu Knotz. Kelly Brown from the D5 Coalition also suggested speaking with Sindhu, as well as Audrey Haberman at The Giving Practice. See the report "Vision and Voice" for further context; key findings include the importance of organizational culture and the need for support from peer networks.

- PolicyLink is a national research and action institute advancing economic and social equity. PolicyLink relies on local residents and organizations to find solutions to racial equity issues, with a focus on local, state, and federal policy. Note: Angela Glover Blackwell, the founder and CEO of PolicyLink, spoke at the Collective Impact Forum's funder convening in May of 2015. A transcript and video can be found at http://collectiveimpactforum.org/blogs/1/equity-matters-collective-impact.

- Race Forward (formerly Applied Research Center) supports advocacy and action on complex racial justice issues in many ways, such as skill building, leadership development, and organization- and alliance-building activities. The website notes that they support a Race Forward Racial Justice Leadership Action Network with targeted online and in-person training and consulting services.

- The Race Matters Institute helps organizations develop policies, programs, practices, and protocols that achieve more equitable outcomes for *all* children, families, and communities.

- Strive Together has formed a Race, Class and Culture Workgroup to support efforts of cradle-to-career educational partnerships in the equitable engagement of stakeholders at all levels in the work of their respective partnerships. Per Strive Together's website, relevant contacts are Melanie Ervin at ervinm@strivetogether.org and Carly Rospert at rospertc@strivetogether.org. Juan Sebastian Arias of Living Cities noted Parvathi Santhosh-Kumar (Santhosh-kumarp@strivetogether.org) is another helpful contact, and highlighted JuanCarlos Arauz and Jarrod Schwartz as contacts helping to design and implement Strive's equity fellowship and participating in local collective impact work.

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[1] The Philanthropic Initiative for Racial Equity shared a range of suggestions related to evaluating progress toward racial equity in 2010. For further detail, see Villarosa, Lori, Cohen, Rick, Potapchuk, Maggie, and Williams, Lynora, Critical Issues Forum, Volume 3: Marking Progress: Movement toward Racial Justice. Philanthropic Initiative for Racial Equity, July 2010. Accessed April 28, 2015, http://racialequity.org/docs/CIF3/Wiley.pdf.

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