Strategic Plan

Building Equity in Our Sector
Table of Contents

Part 1  Executive Summary

Part 2  Our Vision, Mission & Values

Part 3  3 Major Goals + 12 Key Strategies

Part 4  Glossary of Terms
Executive Summary

Dear Colleagues and Fellow Capacity Builders:

We are pleased to share this strategic plan with you outlining the future direction of the Alliance for Nonprofit Management over the next three to five years. We are incredibly grateful to the committee members, board members, advisors, members, and consultants who generously gave their time and wisdom to this plan. Thank you for supporting this effort.

It’s worth noting that we began work on this strategic plan after several years of Alliance national conferences that increasingly centered equity and racial justice in capacity building. Over time, we recognized that there was more that we could do as an organization through our membership, governance, programming and communications to support anti-racist and anti-oppression efforts leading to a better, stronger world.

In the pages that follow, you will see plans to restructure the Alliance to align with our values offering expanded learning, volunteer and engagement opportunities for a much broader range of capacity builders. You will see plans for providing relevant field-building learning and content to our members and non-members as we seek to bend capacity building towards justice. And we chart a path for strengthening community-building activities for members with a goal of an increased sense of belonging and peer support.

But perhaps most importantly, in the pages that follow you will find a reimagining of our organizational values. You’ll see anti-racist, anti-oppression principles at the personal, interpersonal and institutional levels that will take shape throughout the Alliance via member recruitment, onboarding and ongoing participation in our community. We realize the challenges of upholding these values as individual capacity builders and as a community; however, we believe that we need to model these values if we are to build the capacity of others to do so. We pledge to be accountable to this plan and these values, and we hope that you will join us on that journey,

In partnership,
Molly Penn and Keith Timko on behalf of the Alliance Board of Directors
Our vision:

Our shared goal is to build the effectiveness of organizations and promote a social sector in which justice, inclusion, and social impact thrive.
Our Mission

We work to strengthen and diversify the field of capacity building to support nonprofits and movements in centering equity and inclusion to achieve social change. We offer year-round transformational programming that facilitates meaningful connections amongst our members, imparts new practices and ideas for achieving social justice in our field, and supports the development of emerging practitioners.
Our Values

We believe that true social impact is equitable and inclusive, so we are committed to anti-racist, anti-oppression principles at the personal, interpersonal and institutional levels. As part of that, we practice critical questioning of white norms as accepted norms. We acknowledge and pay respect to the traditional custodians of the lands in which we operate and we recognize that the spaces we physically occupy are those of the indigenous peoples of the world.
Collective Values

We believe that true social impact is equitable and inclusive, so we are committed to anti-racist, anti-oppression principles at the personal, interpersonal and institutional levels. We commit to building a collective space based on:

**Collective Values**

**Belonging & Trust**
- Creating a sense of belonging & trust by welcoming new and existing members to a non-transactional shared commitment to radical inclusion and access

**Radical Inclusion**
- We continually ask ourselves “who am I forgetting, not remembering, not talking about?” We seek to expand accessibility of knowledge, communication, connections, relationships, programs by creating spaces that include those who are differently abled or historically marginalized.

**Accountability**
- Taking responsibility for impact and surfacing and acknowledging historical, cumulative, and ongoing harm

**Meaningful Action**
- Commitment to putting our beliefs and standards into action to make change in the world - personally in our lives, in our professional roles as capacity builders, and in institutional practices of the Alliance itself
We believe that true social impact is equitable and inclusive, so we are committed to anti-racist, anti-oppression principles at the personal, interpersonal and institutional levels. We commit to building a collective space based on:

**Addressing and Balancing Power**
Actively addressing and balancing power, recognizing systemic overlay of personal, institutional, and social dynamics

**Learning & Unlearning**
Meeting people where they are in their process of continuous learning, unlearning and development by listening, holding space, and providing affinity spaces for people with shared identity, interests and lived experience

**Mutual Liberation**
Acknowledgement of intersecting forms of oppression and importance of affirming dignity, autonomy, and humanity for all.
In addition to our collective values, we encourage individual members to work on:

**Personal Vulnerability & Humility**
A commitment to learning, being present (more listening less talking), and a growth (not fixed) mindset.

**Valuing Learning**
Doing continuous multi-level work on ourselves first.

**Gaining Comfort with Being Uncomfortable**
Staying in a space of unlearning and re-evaluating.

**Personal Accountability**
Taking personal responsibility for doing the work of unlearning and challenging white supremacist systems and practices.
Our 3 Major Goals

1. Restructure the Alliance to Align with Our Values
2. Strengthen Community-Building Activities for Members
3. Provide Relevant Field-Building Learning & Content
GOAL 1: RESTRUCTURE THE ALLIANCE TO ALIGN WITH OUR VALUES

The Alliance will practice the values it espouses for the field by restructuring its decision-making policies and practices to be more distributed and inclusive.

1. Create the infrastructure to support shared leadership and distributed decision-making.

2. Develop policies and structures to support values-based accountability throughout the Alliance.

3. Develop quality assurance vetting systems & bodies to ensure content is inclusive and furthers the Alliance’s values.

4. Forge intentional, strategic partnerships & collaborations to advance the field and provide additional benefits to our members.
GOAL 2: STRENGTHEN COMMUNITY-BUILDING ACTIVITIES FOR MEMBERS

The Alliance builds community and connections within our diverse and inclusive membership community. We are committed to deepening and advancing our practices and moving the sector towards equity.

1. Convene member groups to explore topics of shared interest
2. Provide intentional community-building structures and opportunities for Alliance members
3. Create structures and spaces to support practitioners from currently and historically marginalized groups in feeling safe and included
4. Shift the Alliance’s orientation from transactional to transformational
GOAL 3: PROVIDE RELEVANT FIELD-BUILDING LEARNING & CONTENT

The Alliance provides a wide variety of thoughtfully curated programming and content that leverages sector expertise and creates a more equitable and inclusive sector.

1. Provide a robust, relevant selection of year-round programming that provides intentional learning sessions and opportunities to build connections to other members.

2. Hold an annual conference to highlight leading practices in the field, support transformational professional and practice development, and provide extended networking opportunities.

3. Offer longer-term in-depth developmental learning programs, including supports for emerging consultants of color.

4. Curate tools and resources that help practitioners incorporate a JEADI lens into their practices.
Glossary of Terms

Access: When a person with a disability is afforded the opportunity to acquire the same information, engage in the same interactions, and enjoy the same services as a person without a disability in an equally integrated and equally effective manner, with substantially equivalent ease of use.

Accountability In the context of racial equity work, accountability refers to the ways in which individuals and communities hold themselves to their goals and actions, and acknowledge the values and groups to which they are responsible.

Anti-oppression: Anti-oppression is an interdisciplinary theory that the unjust exercise of power, privilege or authority, in other words, oppression, is something everybody in society does. Structural oppression continues to be perpetuated despite our intentions to be anti-oppressive. Some key tenets are: Power, privilege, and oppression, continue to play out even among anti-racist groups engaged in fighting oppression and so we must be committed to understanding how various systems of oppression affect us all; Anti-oppressive practice is lifelong and requires commitment by the organization/group to anti-oppression goals.

Anti-Racism: Anti-Racism is defined as the work of actively opposing racism by advocating for changes in political, economic, and social life. Anti-racism tends to be an individualized approach, and set up in opposition to individual racist behaviors and impacts. SOURCE: Race Forward, “Race Reporting Guide” (2015).

Anti-Racist: An anti-racist is someone who is supporting an antiracist policy through their actions or expressing antiracist ideas. This includes the expression of ideas that racial groups are equals and do not need developing, and supporting policies that reduce racial inequity. SOURCE: Ibram X. Kendi, How To Be An Antiracist,

Diversity includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another. It is all-inclusive and recognizes everyone and every group as part of the diversity that should be valued. A broad definition includes not only race, ethnicity, and gender — the groups that most often come to mind when the term “diversity” is used — but also age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, and physical appearance. It also involves different ideas, perspectives, and values.

Inclusion: Authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power. SOURCE: OpenSource Leadership Strategies
Institutional Racism: Institutional racism refers specifically to the ways in which institutional policies and practices create different outcomes for different racial groups. The institutional policies may never mention any racial group, but their effect is to create advantages for whites and oppression and disadvantage for people from groups classified as people of color. SOURCE: Flipping the Script: White Privilege and Community Building by Maggie Potapchuk, Sally Leiderman, Donna Bivens, and Barbara Major (2005).

Interpersonal Racism: Interpersonal racism occurs between individuals. Once we bring our private beliefs into our interaction with others, racism is now in the interpersonal realm. Examples: public expressions of racial prejudice, hate, bias, and bigotry between individuals SOURCE: Chronic Disparity: Strong and Pervasive Evidence of Racial Inequalities by Keith Lawrence and Terry Keleher (2004).

JEADI: A combination of the terms Justice, Equity, Access, Diversity and Inclusion. Often used to refer to anti-racist efforts.

Microaggression: Stunning small encounter with racism, usually unnoticed by members of the dominant or majority group.

Oppression: The systematic subjugation of one social group by a more powerful social group for the social, economic, and political benefit of the more powerful social group. SOURCE: “What Is Racism?” – Dismantling Racism Works (dRworks) web workbook.

Racial Justice: The systematic fair treatment of people of all races, resulting in equitable opportunities and outcomes for all. Racial justice—or racial equity—goes beyond “anti-racism.” It is not just the absence of discrimination and inequalities, but also the presence of deliberate systems and supports to achieve and sustain racial equity through proactive and preventative measures.SOURCE: Race Forward, “Race Reporting Guide” (2015).

Racism is different from racial prejudice, hatred, or discrimination. Racism involves one group having the power to carry out systematic discrimination through the institutional policies and practices of the society and by shaping the cultural beliefs and values that support those racist policies and practices. SOURCE: “What Is Racism?” – Dismantling Racism Works (dRworks) web workbook.

Structural Racism has been institutionalized and is deeply enculturated in our national life, our systems, our laws, our culture, our words, images, vocabulary, attitudes, and preferences. Racism is part of a web of inter-connected forces that are also maintained and perpetuated by the information institutions.
Glossary of Terms

**Systemic Racism** is the belief that racism has been institutionalized and is also deeply enculturated in our national life, our systems, our laws, our culture, our words, images, vocabulary, attitudes, and preferences. Institutional and Structural racism are both forms of systemic racism.

**White Fragility:** A state in which even a minimum amount of racial stress becomes intolerable [for white people], triggering a range of defensive moves. These moves include the outward display of emotions such as anger, fear, and guilt, and behaviors such as argumentation, silence, and leaving the stress-inducing situation. These behaviors, in turn, function to reinstate white racial equilibrium. **SOURCE:** Robin DiAngelo, “White Fragility” (International Journal of Critical Pedagogy, 2011).

**White Privilege** Refers to the unquestioned and unearned set of advantages, entitlements, benefits and choices bestowed on people solely because they are white. Generally white people who experience such privilege do so without being conscious of it.

**Interpersonal White Privilege:** Behavior between people that consciously or unconsciously reflects white superiority or entitlement.

**Cultural White Privilege:** A set of dominant cultural assumptions about what is good, normal or appropriate that reflects Western European white world views and dismisses or demonizes other world views.

**Institutional White Privilege:** Policies, practices and behaviors of institutions—such as schools, banks, non-profits or the Supreme Court—that have the effect of maintaining or increasing accumulated advantages for those groups currently defined as white, and maintaining or increasing disadvantages for those racial or ethnic groups not defined as white. **SOURCES:** Peggy McIntosh, “White Privilege and Male Privilege: A Personal Account of Coming to See Correspondences Through Work in Women Studies” (1988). Transforming White Privilege: A 21st Century Leadership Capacity, CAPD, MP Associates, World Trust Educational Services (2012).

**White Supremacy:** The idea (ideology) that white people and the ideas, thoughts, beliefs, and actions of white people are superior to People of Color and their ideas, thoughts, beliefs, and actions. While most people associate white supremacy with extremist groups like the Ku Klux Klan and the neo-Nazis, white supremacy is ever present in our institutional and cultural assumptions that assign value, morality, goodness, and humanity to the white group while casting people and communities of color as worthless (worth less), immoral, bad, and inhuman and “undeserving.” Drawing from critical race theory, the term “white supremacy” also refers to a political or socio-economic system where white people enjoy structural advantage and rights that other racial and ethnic groups do not, both at a collective and an individual level. **SOURCE:** “What Is Racism?” – Dismantling Racism Works (dRworks) web workbook.
Thank You!
Our Strategic Planning Team

Strategic Planning Committee
Aria Camaione-Lind
Oseloka Idigbe
Melissa Álvarez Mangual
Amitis Oskoui
Nelson Parrish
Molly Penn
Dorian Spears
Tamela Spicer
Keith Timko

Volunteers
Philip Arca
Mike Burns
Anne Eigman
Gayle Gifford
Claudia Lach
Cindy Leonard
Jill Levey
Nwando Obele
Sylvia Phillips

Board Members
Aria Camaione-Lind
Max Freund
Oseloka Idigbe
Dipty Jain
Amitis Oskoui
Molly Penn
Renee Rubin Ross
Tamela Spicer
Keith Timko

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