

Coalition of Anti-Racist Whites (CARW)

Strategic Plan 2012-2014

Developed by the CARW Organizing Collective and adopted February 2012.

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About CARW

CARW is a group of white people in the Seattle area working to undo institutional racism and white privilege through education and organizing in white communities and active support of anti-racist, people of color-led organizations. We support the self-determination of people of color, honor their leadership and are held accountable to people of color-led organizations.

CARW Principles of Unity

1. We live in a society where white people benefit from institutional power.
2. We define racism as racial prejudice backed by institutional power.
3. We believe that as recipients of white privilege we have a special responsibility to work towards racial justice on an individual, cultural, and institutional level.
4. We work to achieve this goal by educating white communities and mobilizing them to support people of color-led organizing.
5. In our organizing, we take leadership from people of color-led organizations, and we strive to form accountable relationships among ourselves and with these organizations.
6. We understand that racism is interconnected with sexism, heterosexism, classism, ageism, ableism, and other forms of oppression. Our goal is to combat these in our work.

History of the Coalition of Anti-Racist Whites

In the aftermath of protests against the World Trade Organization, conversations around racism in social movements took a new form. From strategy to leadership to culture, social movement currents could no longer ignore the divisive role of institutional racism and white privilege. Through transformative dialogue, largely initiated by people of color, hundreds to thousands of white people gravitated toward anti-racist organizing work. In Seattle, white folks from social service non-profits, the education system as well as direct action mobilizations, came together to form the Coalition of Anti-Racist Whites in 2001. Inspired by this historical moment, CARW was also anchored by our relationship to the People's Institute for Survival and Beyond NW (PINW), which is a Black-led anti-racist organization that has strong connections to the Black Prisoner's Caucus. In our early years, CARW served as an informal anti-racist white organizing formation in alliance with PINW, who informed CARW's foundational analysis and provided organizational accountability.. In addition to PINW, CARW's work came alive through our relationships with many communities of color. These ally relationships advanced key efforts for racial justice movement building, including efforts to build power amongst the incarcerated, advance labor struggles in Black and immigrant communities as well as work toward environmental justice, educational equity and beyond. We were grounded by our primary strategy of anti-racist organizing in white communities and accountable to ally relationships with communities of color. However, CARW moved through many different organizing structures: from committees to councils and from voting to consensus decision-making. As structures came and went, CARW's analysis also grew. As an organization that did not abide by single-issue organizing, CARW began to embrace a theory and practice of collective liberation by struggling to end all forms of oppression. CARW's analysis and strategy was significantly shaped by our core base, which continues to be primarily composed of women, queer folks and college-educated young adults.

Key Achievements: 2007-2011

In the midst of organizational turmoil, the Coalition of Anti-Racist nearly came to an end in the time between 2007-08. With a lack of united vision and strategy, a dwindling organizing base as well as hazy lines of accountability to grassroots communities of color, the Coalition of Anti-Racist Whites went through a process of organizational

assessment and transformation. The key changes included: the formation of the Organizing Collective, the re-instituting of annual White Anti-Racist Organizing Institute and the re-establishment of formal ally relationships with grassroots, people of color-led Partner Organizations. This structure was solidified in the late Spring of 2008. Since then the Coalition for Anti-Racist White has accomplished the following:

Annual Organizing Institute (OI): CARW has facilitated four White Anti-Racist Organizing Institutes to educate and agitate over one hundred people in the Seattle area. OI participants had the opportunity to spend the remainder of their year applying their organizing skills on projects and campaigns with CARW Partner Organizations. The OI Planning Committee has consisted of both Organizing Collective members and former OI participants, as a key leadership development opportunity.

Member Leadership Development: CARW currently has a committed membership of fifty organizers, spending countless hours fundraising, supporting and collaborating with Partner Organizations and educating for liberation. CARW additionally has a local support base of over 150 individuals made up of alumni, donors and general supporters. Through participation in white anti-racist Ally Groups, Committees and the Organizing Institute Planning process, CARW members deepened their anti-racist leadership capacity.

Transformative Ally Relationships: CARW has deepened our relationships with over ten grassroots people of color-led Partner Organizations. Through our work with Partner Organizations, CARW has helped contribute to key struggles and victories: Latina/o – led legislative wins in King County for migrant justice, youth of color led campaign development to disrupt the school to prison pipeline, legislative support to overturn three-strikes legislation in WA State, a grassroots research project to build power with first generation Filipinas, and contributions to annual volunteer mobilization for May Day march and rally. Additionally, in solidarity with POCuppy and the broader Decolonize Seattle effort, CARW leaders served as key facilitators of Occupy Seattle’s White Anti-Racist Caucus.

Fundraising & Redistribution of Wealth: Our primary and most significant fundraising campaigns within the past four years, include two major fundraising projects for Communities Against Rape and Abuse (CARA) and the Duwamish Tribe. CARA was an organization led by women of color that challenged interpersonal and state violence through community organizing and transformative justice without relying on state funding and the criminal punishment system. CARW’s fundraising efforts for the Duwamish Tribe went to support their legal defense fund for their ongoing battle for sovereignty and re-recognition as the indigenous people of Seattle. Additionally, CARW is committed to fundraising goals for each of our Partner Organizations and annually distributes our budget to these organizations.

Collaboration & Convergences: CARW organizers have increased our capacity to present and attend local and national convergences. This has included, but is not limited to: the Seattle Race Conference, Seattle MLK Day Teach-in, the People’s Summit WTO+10, the Community Strategic Training Initiative, U.S. Social Forum and the Showing Up for Racial Justice Leadership Retreat. This has also included sending a delegate to the International League of People’s Struggle Assembly in the Philippines, an invitation from Pin@y sa Seattle and BAYAN NW.

Ten-Year Anniversary: Along with Partner Organizers, CARW alumni and the wider community, the CARW Organizing Collective and Membership celebrated our ten-year history in December 2010. With lively music, powerful storytelling and lots of food, we celebrated our inspiring history and embraced the transformative potential of the future of movements for liberation.

Introduction

Throughout 2011, the Coalition of Anti-Racist Whites (CARW) Organizing Collective, in consultation with its members, engaged in an intentional process of reflection, study, relationship building, and self-reflection in preparation for defining a three-year plan for CARW. Additionally, the strategic planning process was deeply informed by the work from Showing Up for Racial Justice’s (SURJ, formerly U.S. for All of Us) August 2011 Leadership Retreat. The framework

presented at this retreat sparked conversations around CARW's theory, strategy and priorities, especially around the concept of organizing with an insular (small, intentional group) rather than expansive focus (broad, fluid group). **As CARW maintains strong ally relationships with Partner Organizations, CARW will prioritize its internal work of developing a strong cohort of leaders, rooted in anti-racist analysis in order to grow our capacity to do broader work in our communities. Because of this focus, CARW is making some changes in structure, outlined throughout this plan.**

Planning Process

There were numerous intentions informing our strategic planning process, including:

- **Reach consensus as a collective about our future work together:** In recent years, there have been significant shifts in the make-up of the collective, necessitating the space for intentional conversations about our history, present and future.
- **Identify and prioritize strategies and activities for CARW:** While there are numerous options for how CARW could impact racial justice, we acknowledge that our capacity is limited. CARW is an all volunteer-run organization, staffed entirely by the Organizing Collective and many dedicated members. At certain points of the year, involved folks are exhausted, worn-out by the number of meetings and amount of work. We hope that through this planning process, we are able to allow CARW to focus in on a couple projects, rather than feel overwhelmed and over-committed.
- **Build momentum to make shifts and define a timeline:** Many conversations, brainstorming and activities have led us to this point today. Some of the ideas in this document have been on the table for years and because of competing priorities, limited capacity and a lack of urgency, no action has yet been taken. We hope that with this process, we are able to clarify what is a priority, and then work to make space to make it a reality.
- **Engage others in the conversations of the Organizing Collective:** We hope to capture much of the thinking around prioritized strategies and actions so we can inform and engage CARW Member Organizers, future OC members, Partner Organizations and the broader movement in which we organize in.
- **Continue to be flexible to emerging needs and priorities yet confident about our path:** Through this rigorous process of brainstorming new ideas, imagining possibilities, letting go, and committing to specific ideas.

Evaluation & Ongoing Reflection

This plan is intended to be a working document. The Organizing Collective will re-evaluate the structures and activities outlined in this document periodically, shifting as needed through a continual process of praxis and action, with the ultimate goal of these structures being strengthening CARW's ability to engage in accountable racial justice work.

Three Year Goals

With a vision of movement building and liberation, CARW envisions that **in three years, the racial justice movement in Seattle is strong, with CARW as a trusted resource and organizing force.** Throughout 2012-2014, CARW will focus on three key priorities:

- **Allyship:** CARW continues to deepen and build accountable ally relationships that achieve significant victories for racial justice, contribute to local movement-building efforts and are guided by a vision of liberation.
- **Education:** CARW provides transformative education that sharpens the analysis, organizing skills and leadership of white anti-racist organizers.
- **Leadership Development:** CARW has a core base of strong, consistent, active, long-term organizers with formalized accountability to the movement.

The initiatives and activities outlined in the strategic plan are all rooted in these three goal areas.

Definition of Roles

Organizing Collective

CARW has strategically chosen to create a formalized collective of leaders to maintain consistent lines of accountability with communities of color, hold theoretical & strategic unity, and provide leadership development. This formalized collective is called the Organizing Collective (OC) and is the decision-making body of CARW.

OC members commit to anti-racist organizing with white people, alliance building with people of color-led groups and coordinating organizational activities that implement our strategic plan. This includes organizing public CARW meetings and monthly member meetings, planning the annual Organizing Institute, planning projects and campaigns with ally groups, and managing the administrative tasks that keep CARW going. To utilize our organization's full capacity and to practice leadership development, many of these projects are planned and implemented with support from CARW Member Organizers.

The OC operates under a consensus decision-making model, is made of up to 13 people, and strives for diversity across age, gender, class, sexual orientation, ability and other identities. OC members make the commitment of Member Organizers as well as commit to at least a year of leadership on the OC, meet twice a month, attend a retreat twice a year, and fulfill tasks outside of meetings. All OC members will have a mentor to support them in reflection (See Appendix 3). OC members engage in an internal accountability process and work as liaisons between CARW and Partner Organizations to build long-term relationships of accountability. All members of the CARW community are eligible to join the OC and can reach out to a current OC member with any questions about the OC or to initiate this process.

Member Organizers

Implementing CARW's work is only possible with Member Organizers, a committed group of active organizers who are engaged in ally work, are intentionally developing their own leadership as well as educating others. Member Organizers make an annual commitment to CARW and to supporting people of color-led organizing. Each Member Organizer is a consistent member of an Ally Group, engages in an entry & exit process, has a formalized mentorship relationship (See appendix 3), and develops and is accountable to a personal leadership development plan (see appendix 1). Member Organizers also contribute funds to support CARW's work (.01% of annual income) and make a financial commitment to people of color-led work. Member Organizers meet monthly at CARW Member Organizer Meetings.

New Member Organizers are primarily recruited through the CARW Organizing Institute, one-on-ones, and public meetings. Individuals interested in becoming a CARW Member Organizer should contact an Organizing Collective member to initiate the joining process and complete the Member Organizer form (See Appendix 2). To learn more, individuals may attend up to two Member Organizer meetings after meeting with a member of the Organizing Collective or current Member Organizer. CARW anticipates working with around 30 Member Organizers annually.

Internal Committees

Committees are made of OC members and Member Organizers and will be formed by the Organizing Collective around specific projects with clear goals and objectives. The purpose of committees is to extend the capacity of the Organizing Collective and provide leadership development opportunities to Member Organizers. Committees are time limited and take on specific tasks and projects, with the goal of keeping our focus on allyship and racial justice. In addition to general tasks, coordination and logistics, committees provide thoughtful and comprehensive proposals for the Organizing Collective to review and approve.

CARW anticipates committees to be small groups composed of a balanced number of Organizing Collective members and Member Organizers. Committee membership is determined by the Organizing Collective Liaisons in consultation with the broader Organizing Collective and requires a joining process for interested Member Organizers. In 2012, an **OI Curriculum Development Committee** will meet between January and August to refine the Organizing Institute Curriculum. A **Monthly Meeting Committee** will meet between January and March to create the educational content for the monthly Member Organizer Meetings.

Ally Groups

Ally Groups are white anti-racist groups made up of Member Organizers, Base Supporters and at least one Organizing Collective member, who serves as the primary coordinator and liaison. Each Ally Group works with a Partner Organization and ally group members work with the Partner Organization to define their work for the year, based on the needs of the Partner Organization. Ally groups host events and meetings for themselves as well as the broader

CARW community. Ally groups also provide space for group members to reflect on their work, share skills and build community.

Partner Organizations

Partner Organizations are grassroots people of color - led organizations that CARW has committed to building long-term relationships with. Ally Groups collaborate with and are accountable to Partner Organizations on key campaigns, projects and fundraising efforts. As of December 2011, CARW's Partner Organizations include: Pin@y sa Seattle / BAYAN NW, Seattle Young People's Project, El Comite Pro-Reforma Migratoria y Justicia Social, CASA Latina, the Duwamish Tribe, People's Institute NW and Got Green. CARW anticipates building relationships with new potential Partner Organizations through the implementation of this strategic plan. Organizations interested in partnering with CARW should contact an Organizing Collective Member.

Base Supporters

Base Supporters are a broad network of over 150 individuals who have participated in trainings, attended a public meeting, made financial contributions to CARW or our partner groups, transitioned out of a leadership role and/or generally express support for the work of CARW. Base supporters do not hold a committed organizing role in CARW, but may participate in ally groups and ally group work and are fundamental to our ongoing work.

Strategic Goals, Activities & Timeline

Allyship: CARW will continue to build and deepen accountable ally relationships that lead to significant victories for racial justice, contribute to local movement-building efforts and are guided by a vision of liberation.

The Coalition of Anti-Racist Whites organizes with the strategy of allyship. CARW practices allyship through: (1) educating and organizing white communities to challenge racism and (2) building accountable relationships with grassroots people of color-led organizations and organizing in support of their work. Allyship does not come from a place of charity, paternalism and guilt; rather, CARW strives to authentically practice allyship by consistently honoring the leadership and self-determination of communities of color. CARW works to make connections between all struggles for social change and we believe that we all stand to benefit from collective liberation from all oppressions. CARW practices allyship through our organizing work in Ally Groups and our ally relationships with Partner Organizations (see definitions).

Between 2012 and 2014, CARW will deepen our commitment to allyship and develop tools that both broaden and sharpen our understanding of accountability. This will happen in four key ways:

(1) The Organizing Collective will deepen its capacity for and practice of allyship

In 2012, the Organizing Collective will create intentional and consistent time to reflect on allyship and accountability. This includes time to strategize across Ally Groups as well as to check-in about how liaisons are accountable to Partner Organizations, the Organizing Collective and Ally Groups. In addition to these ongoing reflective conversations, the Organizing Collective will formalize an Annual Assessment of both our relationships with POC-led Partner Organizations and white anti-racist Ally Groups.

Part of this analysis will include assessing our fundraising capacity and answering questions about how much of our ally work could or should fundraising be. Over the past three years, CARW has participated in fundraising in various capacities - from raising \$100 or \$500 for a specific Partner Organization event to annual campaigns that raise \$7,000 - \$12,000 to support Partner Organizations operating funds/budget. CARW has had ongoing conversation about how to move money from white communities towards racial justice work in ways that acknowledges CARW's access to white privilege and wealth, while also maintaining a cross-class organizing space. CARW hopes to deepen this exploration and analysis over the next two years. In 2014, CARW will develop an organizational strategy to more intentionally ground our fundraising work. This may lead to setting higher goals or partnerships with other fundraising-based organizations and will allow us to more accountably redistribute funds. Prior to developing this strategy, the Organizing Collective will engage in education around white anti-racist giving, accountability & fundraising, wealth redistribution, class & organizing, and beyond.

(2) CARW will deepen current ally relationships with Partner Organizations

CARW reviews its allyship work annually, in conversation with Partner Organizations, Ally Groups and the Organizing Collective. To improve this evaluation and in turn our work, CARW will establish more formal tools and practices to assess ally relationships and ally group progress. This may include self-assessment and a formal assessment from partner organizations (interview, questionnaire, survey, etc.). These assessment tools are tied to our practice of accountability to Partner Organizations and the movement. As we prioritize time reflecting and receiving feedback on our work, CARW will develop a statement that articulates CARW’s commitment to allyship and accountability to be used internally and with Partner Organizations.

(3) CARW will strengthen current Ally Groups

CARW’s vision for Ally Groups is to deepen movement building efforts through transformative organizational relationships, as well as for Member Organizers to build their organizing skill capacity through concrete multi-racial organizing experiences. Ally Groups currently support Partner Organizations on projects including: direct action mobilization, fundraising, childcare, data entry, volunteer coordination, education and beyond. To strengthen this work, Ally Groups will:

- (a) Set clear organizing goals for the year, and designate roles for Ally Group members that are responsive to leadership development plans.
- (b) Monthly member meetings will create a space for intentional skill share and mentoring across Ally Groups. Skill shares could include topics ranging from best practices in communication, childcare procedures, project development, and setting fundraising goals.
- (c) Finally, CARW will establish clear structure, processes and documentation within each ally group. Over the past four years, Ally Groups have accomplished significant organizing projects without thorough documentation. As a means to learn from and build off our history, this documentation will include: meeting minutes, annual assessment, Ally Group Goals (projected & achieved) and general reflections.

(4) CARW will build new and transformative ally relationships

As we deepen our internal capacity and the depth of our relationships with current Partner Organizations, CARW will begin to build relationships with more POC-led Organizations starting in 2013.

This will include reaching out to POC-led organizations that are working on policy-oriented campaigns that build community-based power while achieving policy victories. To do this work, CARW will explore what it means, and looks like in practice to work in multi-racial coalitions and how accountability would be defined and held in such a setting. As we approach this work, the Organizing Collective will continue to study the role of campaign-based organizing and reflect on CARW’s strategic position as white anti-racist organizers.

Objectives	Activity	Timeline	Lead(s)
Deepen the Organizing Collective’s capacity and practice of allyship	Intentional reflection on Allyship and Accountability: The Organizing Collective will create time for ongoing praxis of our allyship and accountability work.	Qtr 1-4, 2012 (Ongoing)	Organizing Collective
	Assess our Fundraising Capacity and Accountability: By 2014, CARW will develop organizational strategy to more intentionally ground our fundraising work in setting higher goals and accountability redistributing funds. Prior to developing this strategy, CARW will educate ourselves on the following topics: white anti-racist giving, accountability & fundraising, wealth redistribution, class & organizing, and beyond.	Qtr. 1-4 2013 (assess) Qtr. 1-4 2014 (develop strategy)	Organizing Collective
Deepen current ally relationships with Partner Organizations	Allyship Assessment: Establish tools and practices to assess ally relationships and ally group progress including self-assessment and a formal assessment from partner organizations (interview, questionnaire, survey, etc.)	Qtr 3, 2012 (Annually)	Organizing Collective
	Accountability Statement: Develop a statement that will clearly articulate CARW’s commitment to allyship and accountability and	Qtr 4, 2012	Organizing Collective

	will be used internally and with Partner Organizations.		
Strengthen current CARW ally groups	Determine Clear Projects/ Campaigns for Each Ally Group Annually: Concrete tasks and goals for the year (ex: fundraising, childcare, data-entry, mobilizing, etc.)	Qtr 1, 2012 (Annually)	OC Liaisons
	Intentional Skill Share: Engage in intentional skill share and mentoring across Ally Groups at Member Organizer Meetings. Skill share examples include topics ranging from best practices in communication, childcare procedures, project development to setting fundraising goals.	Qtr 2-4, 2012 (Ongoing)	Organizing Collective
	Establish Clear Structure, Processes and Documentation within Each Ally Group	Qtr 4, 2012 (Ongoing)	Each Ally Group
Intentionally expand and build new ally relationships	Build Relationships with New POC-Led Organizations: As we deepen our internal capacity and the depth of our relationship with current relationships, we will begin to intentionally build with more POC-led Organizations.	Qtr 3-4, 2012 & Qtr 1-4, 2013	Organizing Collective
	Build our Capacity to Engage in Grassroots Policy Organizing: CARW will take clear steps to be involved in policy campaign organizing beginning in 2013. As we intend to be grounded in POC-led movement building efforts, CARW anticipates many opportunities for policy organizing work, including but not limited to: policy advocacy with a racial justice lens, organizational collaboration, and multiracial campaign coalitions. CARW will simultaneously educate ourselves on the following topics: grassroots campaign development, policy organizing, reform efforts in a liberation framework and organizational collaboration vs. allyship.	Qtr 1-4, 2013	Organizing Collective

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Education: CARW provides transformative education that sharpens the analysis and organizing skills of white anti-racist organizing base.

Political education is the foundation of movements for liberation. As white anti-racist organizers, it is fundamental that our education is grounded in our organizing practice, avoiding intellectual superiority, critiquing from the sidelines, and the disconnect between our theory & practice. In the next three years, CARW’s education will:

(1) Ensure CARW’s education continuously builds and is rooted in relevant theory and history

CARW will consolidate and organize its education materials by reviewing, assessing and compiling previous materials as well as relevant anti-racist theory and history. An OI Curriculum Committee will propose a detailed curriculum for our annual Organizing Institute. We hope that by standardizing the session outlines, curriculum, and some planning structure, we can be clearer about roles, process, teaching goals and expectations for new and experienced OI facilitators, and create more time for building facilitator skills. A consistent OI curriculum will also help CARW build and deepen education content throughout the year, since most organizers will be rooted in a similar framework. Over the past four years, the OI Planning Committee has consisted of both Organizing Collective members and former OI participants, serving as a key leadership development opportunity. CARW will continue this balance of Organizing Collective members and Member Organizers, and strive for a total of 4-8 facilitators.

The Organizing Collective will also solidify a basic anti-racism public workshop curriculum for use at public meetings and community events. Member Organizers will be trained in delivering this workshop.

Additionally, a Monthly Meeting Committee will identify topics and content for meetings for 2012 that connects to the OI curriculum and is inspired by advanced topics identified by Member Organizers through leadership development plans. As monthly meetings will be closed to Member Organizers (see Leadership Development), we intend to use this space to delve deeper into our educational content.

(2) Engage new organizers and expand CARW's base

CARW will engage new organizers through education. The primary entry for new organizers will be the annual Organizing Institute and public meetings.

The Organizing Institute (OI) is a six-week annual training and is a space for 20-30 white people to develop and deepen analysis, skills and relationships, centered on a shared experience of white privilege and a commitment to racial justice. The OI is an intentional space for white people to learn, struggle and grow together and to explore ways to apply racial justice organizing skills in the Seattle area. After the OI, participants engage in projects and campaigns with CARW Partner Organizations throughout the year. The OI will continue to be offered annually each Fall and will serve as a primary entry point for new CARW organizers.

Public meetings will provide an introduction to CARW and basic anti-racist analysis. These meetings will be open to the community and a place where potential new Member Organizers can connect to CARW. CARW Public Meetings will occur three times per year and facilitated by the Organizing Collective in collaboration with Member Organizers.

CARW will also provide basic anti-racism education in public spaces (ex: Public Meetings, White Privilege Conference, Race Conference) as capacity allows. CARW will support several Member Organizers in learning workshop materials, practicing facilitation skills and providing education for the broader community.

(3) Deepen analysis of CARW Member Organizers

In order to create space for Member Organizers to consistently develop analysis, skills and build community, CARW will host a monthly meeting for member organizers. Unlike the former monthly public meeting structure, these meetings will be open only to Member Organizers- those who have made a formal, year-long commitment to organizing with CARW- and will include a year-long educational track to develop and sharpen analysis and organizing skills.

Lastly, the Organizing Collective will work towards developing our first Advanced Learning Group for CARW leaders in 2013. This will be only open to the Organizing Collective and Member Organizers and will be a discussion-based training to develop higher-level analysis and organizing skills.

Objective	Activity	Timeline	Lead(s)
Ensure CARW's education continuously builds and is rooted in relevant theory and history	Consolidate CARW's education materials: Review, assess and organize relevant anti-racist theory and history. A committee will develop and solidify the curriculum and process for the Organizing Institute and the Organizing Collective will develop a basic anti-racism workshop for public meetings and various public trainings.	Qtr 1-3, 2012	OI Curriculum Committee & Organizing Collective
Engage new organizers and expand CARW's base	Coordinate & Facilitate Organizing Institute: CARW will continue to offer its annual 6-week Organizing Institute for 20-30 people, engaging them in year-long organizing work with Partner Organizations.	Annually	Jan-Aug 2012: OI Curriculum Committee Aug-Nov: OI Planning Committee
	Coordinate Public Meetings: Public meetings will be open to the community and serve as an introduction to CARW, a basic anti-racist analysis and entry point for new Member Organizers.	3 times annually	Organizing Collective & Member Organizers
	Coordinate basic public training: Engage in opportunities for facilitation practice and broader education (ex: Public Meetings, White Privilege Conference, Race Conference)	Ongoing	Organizing Collective
Deepen analysis of CARW Member Organizers	Coordinate Member Organizer Meetings: Meetings will be open to Member Organizers and will include topics that are identified on Member Organizers' leadership development plans.	Monthly -- 2nd Wednesday	Jan-March: OC April-Dec: Monthly Mtg Committee

	Coordinate an Advanced Learning Group: The Advanced Learning Group will be discussion-based training to develop higher-level analysis and organizing skills. This group will be open to Member Organizers.	Qtr 2, 2013	Organizing Collective
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Leadership Development: CARW has a core base of strong, consistent, active, long-term organizers with formalized accountability to the movement.

The final goal of CARW’s 2012-14 Strategic Plan is our collective reinvestment in leadership development. The practice of leadership development is worthy of unpacking in detail. As outlined earlier, CARW honors the leadership of communities of color while simultaneously works to build the anti-racist leadership capacity of white communities. Due to the complex nature of this work, CARW acknowledges that this strategy requires a significant amount of intentionality and reflection. The trouble with only following the leadership of communities of color is that it sets white people up to transact with people of color, rather than engage in a process of transformation. CARW seeks to build authentic relationships that practice both allyship and mutual accountability. Within many white anti-racist spaces, there is an understandable caution when we speak of building any form of ‘white leadership.’ We believe that if you are an anti-racist white leader, you need to be a part of the movement and are consistently working to build relationships that honor the leadership and self-determination of communities of color.

Anti-racist white leadership is currently practiced throughout the organization (i.e.: the Organizing Collective, Organizing Institute facilitation and Ally Group facilitation). It should be noted that although leadership is practiced at all levels of CARW, the most formalized and consistent leadership is within the Organizing Collective. As we believe in the leadership potential of all, CARW has strategically chosen to create a formalized collective of leaders to maintain consistent lines of accountability with communities of color, hold theoretical & strategic unity, and provide leadership development. We feel strongly about being more intentional in developing leadership within CARW, however this will be grounded in our commitment to the leadership of grassroots communities of color, as well as our strategy of having the Organizing Collective as the organizational leadership body. Throughout our history, we have supported leadership development and increased leadership roles within CARW (i.e.: OC recruitment, Ally Group organizing, Public Meeting facilitation and coordination). By focusing on leadership development, we will expand our capacity an organization and as a movement.

In order to successfully engage in white anti-racist leadership development, CARW will set up several new roles, processes and structures. There will be three formal levels of leadership within CARW: Organizing Collective, Member Organizers, and Base Supporters (see above for definitions). The following leadership development initiatives will focus primarily on CARW’s Member Organizers.

(1) Deepen the organizing skills and leadership development of Member Organizers

In order to create learning opportunities for Member Organizers throughout the year that build upon the content of the Organizing Institute and allow for reflection in practice, monthly meetings will become Member Organizer Meetings. The Educational content of these meetings as well as organizing skill trainings throughout the year will be drawn from Member Organizer leadership development plans. This will also be a time and place for mentorship to happen. Finally, CARW will work to develop an advanced organizing for those seeking more intensive study and/or development.

2) Create tools and processes for accountability and leadership development with Member Organizers

The new Member Organizer structure creates an opportunity for greater accountability within CARW - with clear commitments of time and roles, both Member Organizers and Organizing Collective members will be able to hold each other accountable for our collective work. In addition to an annual commitment, the structure will include leadership development plans and a formal mentorship structure so that everyone in CARW is both being “held” and “held accountable.”

3) Create opportunities and support for CARW Member Organizers to practice skills

Finally, there is often no better way to develop skills than to put them into practice! As such, CARW will create opportunities for Member Organizers to practice organizing skills through facilitating ally group work and educational work.

4) Engage in a mentoring relationship

All Member Organizers will have a mentor to create a space and relationship to share experiences, reflect, leverage resources, affirm and celebrate successes, support self-care for sustainability, and deepen praxis to

support strategizing for racial justice and collective liberation. Mentors will be either a member of the Organizing Collective or another Member Organizer, (See Appendix 3).

Objective	Activity	Timeline	Lead(s)
Deepen the organizing skills and leadership development of Member Organizers	Coordinate monthly Organizer Meetings: (see Education)	Once a month	Monthly Meeting Committee
	Coordinate Organizing Skill Trainings: (see Education)		Monthly Meeting Committee
	Coordinate an Advanced Organizing Institute: (see Education)		Organizing Collective
Create tools and processes for accountability and leadership development with Member Organizers	Define Member Organizer: One year commitment, entry & exit process, mentorship, leadership development plan, ally group commitment, monthly meeting attendance.	Qtr 1, 2012	Organizing Collective
	Create tools and facilitate process for leadership development plans. Include clear goals, responsibilities and a personal commitment to CARW work.	Qtr 2, 2012	Organizing Collective
	Establish and Coordinate Mentorship Structure: CARW will utilize a mentorship structure to establish and be accountable to organizing commitments, build authentic relationships and deepen leadership skill capacity. Mentors will be Organizing Collective members and veteran Member Organizers.	Qtr 1, 2012	Organizing Collective
Create opportunities and support for CARW Member Organizers to practice skills	Develop facilitation training: This will be intended for the Organizing Collective and Member Organizers. This can be incorporated into Monthly meetings.	Qtr 3, 2013	Organizing Collective
	Engage Member Organizers as facilitators in education efforts (see Education)	Ongoing	Organizing Collective

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Collective & National

The final section of this strategic plan focuses on how we will maintain healthy collective leadership while connecting with our partners and allies doing this work across the country. This work will only thrive when we acknowledge and celebrate our accomplishments and in turn, share that learning with others.

As CARW builds its capacity to support work for racial justice in Seattle, it will grow its engagement at the national-level with other anti-racist white organizations. This is in part spurred by the formation of Showing Up for Racial Justice (SURJ), formerly US for All of US), a network of white activists and organizations working for racial justice. CARW's participation in early events and conference calls have provided access to resources that have helped to shape the thinking of this strategic plan. Sharing resources with organizations nationally will both provide ideas and support for the work we do locally, and help us build a movement that could effect policy nationwide in the future.

(1) Acknowledge and celebrate work

An annual celebration will be one key milestone for CARW to acknowledge all of the amazing work of the organization and its members, and to take time to build community around this work. CARW looks forward to sharing this celebration with partner organizations and saying thank you for being our Partners in the struggle for racial justice and collective liberation.

(2) Maintain health and capacity of OC

CARW will continue to invest time and energy in the health of the Organizing Collective by maintaining two retreats per year and by creating a more structured recruitment and orientation process for new members. The retreats should provide a space for long-term thinking and planning for the organization as well as attending to the health of the Collective including time for relationship building, reflection and discussion on how other forms of oppression may or may not be impacting the work.

(3) Ground CARW within a national context, learn from others

Finally, CARW will continue to work with SURJ and its national partners. This includes sending two Member Organizers or OC members to SURJ’s national training in 2012 and to continue to participate in conference calls and resource sharing.

Objective	Activity	Timeline	Lead(s)
Acknowledge and celebrate work	Annual Celebration: This will be with Organizing Collective members, Member Organizers, Base Support as well as organizers from Partner Organizations.	Qtr 4, 2012 - Annually	Organizing Collective & Member Organizers
Maintain health and capacity of OC	Organizing Collective Retreats: To assess, strategize, learn and build community as a collective	Qtr 2 & 4, 2012 - Annually	Organizing Collective
	Organizing Collective Recruitment & Orientation: This will include recruitment as well as formal orientation process for new collective members. This will include a thorough tutorial on the role and importance of leadership in white anti-racist organizing.	Qtr 2, 2012 - Ongoing	Organizing Collective
Ground CARW within a national context, learn from others	National Movement Building : CARW will solidify primary National Coordinator(s). This individual will commit to organizing with the white anti-racist national coalition, Stepping Up for Racial Justice (SURJ). CARW will send at least CARW organizers to the 2012 SURJ leadership training.	Ongoing	Organizing Collective

Key for Timeline: Qtr 1 (Jan-March), Qtr 2 (April-June), Qtr 3 (July-Sept), Qtr 4 (Oct-Dec)

Committees

Internal Committees (From Roles section)

Committees are made of OC members and Member Organizers and will be formed around specific projects with clear goals and objectives. The purpose of committees is to extend the capacity of the Organizing Collective and provide leadership development opportunities to Member Organizers. Committees are time limited and take on specific tasks and projects, with the goal of keeping our focus on allyship and racial justice. In addition to general tasks, coordination and logistics, committees provide thoughtful and comprehensive proposals for the Organizing Collective to review and approve.

CARW anticipates committees to be small groups composed of a balanced number of Organizing Collective members and Member Organizers. Committee membership is determined by the Organizing Collective Liaisons in consultation with the broader Organizing Collective and requires a brief joining process for interested Member Organizers. In 2012, an **OI Curriculum Development Committee** will meet between January and August to refine the Organizing Institute Curriculum. A **Monthly Meeting Committee** will meet between January and March to create the educational content for the monthly Member Organizer Meetings.

OI Curriculum Development Committee:

- **Leads:** Josh & Murphy
- **Time:** Jan- August 2012
- Recruitment for Committee
- Consolidate & Organize OI materials
- Draft(s) of OI Curriculum for the Organizing Collective
- Pass Curriculum onto OI Planning Committee

Monthly Meeting Committee:

- **Lead:** Sean & Kyla
- **Time:** January-March 2012
- Recruitment for Committee
- Time limited Committee: Disbands at the end of March
- Education Content Calendar for 2012 meetings: April-December
- Proposal for Facilitation & Coordination Process for MO meetings.

Closing Statement

In summation, the CARW Strategic Plan for 2012-14 is rooted in a practice of movement building and vision of social transformation; we hope that our work contributes to ending racism in measurable and immeasurable ways. The Coalition of Anti-Racist Whites is only one entity in local, national and global movements for liberation. However, we see our role and the role of other white anti-racist organizations as a critical in this moment in history. From grassroots organizing for migrant justice to the upsurge of Occupy Wall Street actions to the rise of right wing violence, the need for a white anti-racist voice and organizing force is becoming increasingly necessary. We are moved by the racial justice commitments of struggles for global justice, queer liberation, gender justice and economic justice. CARW's work will continue to be informed by our communication with our fellow white anti-racists in Showing Up for Racial Justice and beyond. And we are inspired and humbled to be in struggle with Seattle-based organizations working for social transformation.

If you have any questions about our vision, strategy or structure, contact an Organizing Collective member or carwoc@gmail.com.

Appendix 1: : Coalition of Anti-Racist Whites Leadership Development Plan

Name: _____

New and returning Member Organizers -- please brainstorm your areas of strength and growth, then circle 2-3 areas for focus in the next year. Work with your mentor, OC members or other Member Organizers to make a plan to develop those skills and describe that plan on the next page.

1) Areas in which I feel strong:

Organizing Skills	Anti-racist analysis

2) Areas I want to work on:

Organizing Skills	Anti-racist analysis

Examples of organizing skills and areas of anti-racist analysis:

Facilitating Recruitment Meeting coordination Communications Public speaking Conflict resolution Leading trainings One-on-one relationship building	Team building Working in white communities Working in multi-racial communities Fundraising Technology Implementing Actions General organizing	Naming and framing racism Movement building Individual accountability Organizational accountability Intersectionality Allyship Anti-racist history
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In the next year, I want to focus on developing the following skills and analysis:

Goal One: by _____ I will _____

I will use the following structures for support (*circle one or more and explain below*)

Ally Group — Mentor -- Monthly Meetings -- Self-work — Other

Goal Two: by _____ I will _____

I will use the following structures for support (*circle one or more and explain below*)

Ally Group — Mentor -- Monthly Meetings -- Self-work — Other

Goal Three: by _____ I will _____

I will use the following structures for support (*circle one or more and explain below*)

Ally Group — Mentor -- Monthly Meetings -- Self-work — Other

Appendix 2 : Coalition of Anti-Racist Whites Member Organizer Commitment Form

In order to build a movement for racial and economic justice, CARW relies on **Member Organizers**, a committed group of active organizers who are engaged in ally work, developing their own leadership, and educating others. Member Organizers make an annual commitment to CARW and to supporting people of color-led organizing. Each Member Organizer is a consistent member of an Ally Group, engages in an entry & exit process, has a formalized mentorship relationship, and develops and is accountable to a personal leadership development plan.

To become a Member Organizer, the first step is to meet with an Organizing Collective member or current Member Organizer. If you're ready to commit, you will fill out this form at the meeting. If not, you may attend up to two Member Organizer meetings before filling out the form. CARW anticipates working with around 30 Member Organizers annually.

Name _____
Phone _____
E-mail _____

I want to be a part of this important work! I commit to being a Member Organizer until _____. If I cannot fulfill this commitment for any reason or to initiate my exit process, I will check in with _____.

I Agree to CARW principles of unity.

I will attend monthly Member Organizer Meetings on the 2nd Wednesday of each month. If I'm unable to attend, I will check in with _____.

I have already attended (or plan to attend) an anti-racism training centered on understanding and challenging systemic racism and white privilege.

I will work with the Ally Group in support of _____ (partner organization). Leave blank for now if you will be exploring options.

I will create and follow a leadership development plan.

I will participate in a mentoring relationship as a mentor and/or mentee.

I will make an annual donation to CARW on a sliding scale of \$5-\$100. Give at the level you feel comfortable with—CARW strives to be a cross-class organization and this financial contribution should not be a barrier to anyone's participation. If you don't know how much to give, we suggest \$1 for every \$1000 of annual income (so if you make \$18,000 per year, you would make a donation of \$18).

I will make an annual financial or time donation to a local anti-racist/anti-oppression people of color-led organization.

CARW Principles of Unity:

-We live in a society where white people benefit from institutional power
-We define racism as racial prejudice backed by institutional power
-We believe that as recipients of white privilege we have a special responsibility to work towards racial justice on an individual, cultural, and institutional level
-We work to achieve this goal by educating white communities and mobilizing them to support people of color-led organizing
-In our organizing, we take leadership from people of color-led organizations, and we strive to form accountable relationships among ourselves and with these organizations
-We understand that racism is interconnected with sexism, heterosexism, classism, ageism, ableism, and other forms of oppression. Our goal is to combat these in our work.

Signature _____ **Date** _____

Appendix 3: Coalition of Anti-Racist Whites: Mentoring for Racial Justice & Collective Liberation

Being a mentor and being mentored can support us to “get together to become more effective participants in an inter-generational web of people working to rebuild our communities based on values of respect, inclusion, healing, equity, love, and social justice” (Kivel 2004). Mentors can provide the gift of “their presence, their affirmation, and their understanding of the long-term nature of the struggle for social justice” (Kivel 2004).

CARW recognizes the importance of creating spaces and relationships to share experiences, reflect, and strategize for racial justice and collective liberation. We recognize that as white people socialized in the United States, we are engaged in a life long struggle against individualism. This can lead us to not valuing those who have struggled before us and those who currently struggle beside us. Mentoring can support us in deepening our understanding of our socialization, continually position ourselves as learners, and create a place to support us in taking strategic action towards racial equity. CARW sees a mentoring relationship as a two-way relationship that involves learning and reflection that is mutual and reciprocal.

All leaders of CARW, both members of the Organizing Collective and Member Organizers, will be supported by a mentor, a white person who has more experience and/or has engaged in uniquely different work for racial justice than them. Organizing Collective members will each have a mentor, someone who agrees to meet with them six times per year, utilizing the below format as a starting point. Member Organizers will also have a mentor, either an Organizing Collective Member or another Member Organizer, meeting with them monthly as part of a Mentor pod at Monthly Member Organizing Meetings, and individually six times a year. All Mentors and Mentees will read Paul Kivel's “Are You Mentoring for Social Justice?” to create a common foundation for the relationship.

Mentors will provide a space for reflection for their mentee, offer support and resources, affirm and celebrate successes, offer critical feedback to deepen praxis, and work to build a relationship that supports both mentor and mentee in being and feeling like they belong in movements for racial justice and collective liberation. A typical mentor meeting will consist of the following questions and discussions:

What questions are you currently struggling with? What are your current priorities as a white ally organizer and how are you making progress towards creating racial equity?

What have you noticed lately about your experience of privilege as a member of a dominant group(s)? How are you coping with and resisting oppression you may face as a member of a targeted group?

What manifestations of internalized racial superiority have you noticed yourself expressing? Have you noticed manifestations of internalized inferiority playing out in your work for racial justice?

How are you taking care of yourself to avoid burn-out and sustain a sense of joy and curiosity? What do you do to relax? Re-center? Renew?

How can I best support you in struggling with the above questions?

CARW's Mentoring process has been deeply informed by Paul Kivel's “Are you Mentoring for Social Justice?” (2004). The above quotes and overall framing were drawn from this article. CARW appreciates him for taking the time to write of his experiences and perspectives and share them to support movements for racial justice and collective liberation.