

Common Vision Annotated Bibliography

The following readings are provided for those who would like further resources on the topic of structural change grantmaking and structural inequality. Each citation is summarized and assigned to one or more of three categories describing its contents and purpose. These resources are organized by content, with practical tools for grantmakers at the top.

	Citation	Brief Synopsis	Grantmaking Tool (for implementing a structural change lens)	Analytical Tool (for measuring a structural change lens)	Structural Inequality
1	<p>Applied Research Center and Philanthropic Initiative for Racial Equity. "Catalytic Change: Lessons Learned from the Racial Justice Grantmaking Assessment." May 2009. Available: http://arc.org/downloads/Racial_justice_assessment_download.pdf</p>	<p>The Applied Research Center (ARC) and Philanthropic Initiative for Racial Equity (PRE) collaborated to create a Racial Justice Grantmaking Assessment, and this report provides lessons learned about piloting the tool with the Consumer Health Foundation and the Barr Foundation. The goal of the assessment itself is "to help foundation staff and leaders understand the benefits of being explicit about racial equity," as well as see their progress towards racial justice in their work. The report articulates that racial equity is more than just diversity, and foundations that seek to do racial justice work must be explicit in their language and actions, instead of using "coded terms like 'underserved,' 'vulnerable,' 'diversity' and 'low income'." ARC and PRE provide a chapter on lessons learned and implications for the field, which could be useful starting points for grantmakers looking to explicitly address race and racism in their work. The appendices are also useful for more specifics on the foundations, as well as a racial justice tool from ARC.</p>	✓	✓	✓
2	<p>Philanthropic Initiative for Racial Equity. "Philanthropy and Diversity/Race Resources." http://www.racialequity.org/resources.html</p>	<p>This collection of resources from the Philanthropic Initiative for Racial Equity (PRE) includes a cross-section of philanthropy and diversity/race resources as well as racial justice organizations and resources. PRE's publication page links to all of their written work, some of which is detailed in citations below.</p>	✓	✓	✓
3	<p>Philanthropic Initiative for Racial Equity and GrantCraft. "Grantmaking with a Racial Equity Lens." 2007. Available: http://www.grantcraft.org/index.cfm?pagelD=840</p>	<p>This grantmaking guide provides funders with the vocabulary and frame for implementing racial equity within foundations and in the programs they fund. This guide succinctly breaks down the components of racial equity grantmaking, with articles that include "What is a Racial Equity Lens?," and "Applying a Racial Equity Lens: Skills and Strategies." The guide provides firsthand experiences and examples, tools from the San Francisco Foundation, the Ford Foundation and the Annie E. Casey Foundation, as well as a list of additional readings and toolkits.</p>	✓	✓	

Citation	Brief Synopsis	Grantmaking Tool (for implementing a structural change lens)	Analytical Tool (for measuring a structural change lens)	Structural Inequality
<p>4</p> <p>Minnesota Council on Foundations. "Building on a Better Foundation: A Toolkit for Creating an Inclusive Grantmaking Organization." July 2001. Available: http://www.mcf.org/publictrust/diversity_toolkit</p>	<p>This toolkit, created by four regional associations of grantmakers, is designed to help grantmakers make their commitments to inclusion and diversity concrete at all levels of the organization, as opposed to just lip service or general support. The framework is broken down into examples for each of four distinct roles that grantmaking organizations play: funder, employer, community citizen and economic entity. Each of the four sections also includes questions for discussion and action steps for grantmaking organizations to reflect on as they seek to do this work.</p>	<p>✓</p>	<p>✓</p>	
<p>5</p> <p>Parachini, Larry and Sally Covington. "Community Organizing Toolbox: A Funder's Guide to Community Organizing." Neighborhood Funders Group. 2001. Available: http://www.nfg.org/index.php?ht=d/Contents/contenttype_id/15/pid/2366/order/rt</p>	<p>This online toolkit has several objectives, including: 1) To increase attention in the philanthropic community and the broader public to how Community Organizing (CO) makes changes that benefit low- to moderate-income people and their neighborhoods and communities; 2) To explain what CO is and how to recognize it, and to show the relationship of CO to other strategies for community change; and 3) To highlight lessons and promising grantmaking strategies from foundations already investing in CO. This in-depth toolbox provides case studies and resources for funders who are in any stage of supporting CO strategies.</p>	<p>✓</p>	<p>✓</p>	
<p>6</p> <p>Annie E. Casey Foundation. "Race Matters Toolkit: Is It About Race?" 2006. Available: http://www.aecf.org/KnowledgeCenter/PublicationsSeries/RaceMatters.aspx</p>	<p>This toolkit provides results-oriented steps for foundations and non-profits to "make the case, shape the message, and do the work" of structural change towards racial equity. In particular, it can help guide foundations in 1) How to evaluate the potential of existing investments to produce racially equitable results; 2) How to gather the right kinds of data and analyze them deeply for their racial implications; 3) Frame and communicate effectively about your work that is focused on racial disparities; and 4) Serve all of your constituents optimally. The toolkit includes fact sheets, discussion points, system reform strategies, community building strategies and organizational self-assessment, among other documents. Organizations can follow the toolkit's curriculum or customize it to fit their organizations' needs.</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>

Citation	Brief Synopsis	Grantmaking Tool (for implementing a structural change lens)	Analytical Tool (for measuring a structural change lens)	Structural Inequality
<p>7 Aspen Institute. "Dismantling Structural Racism: A Racial Equity Theory of Change." The Aspen Institute Roundtable on Community Change. Revised 2008. Available: http://www.nonprofitinclusiveness.org/dismantling-structural-racism-racial-equity-theory-change</p>	<p>This tool provides guidance for organizations seeking to create a structural change Theory of Change that is specific to their work. This type of Theory of Change is intended to be a "step-by-step guide for defining what is needed to change a specific racial disparity outcome in a given context." By working together to map the steps towards structural change goals, foundation staff can gain both a shared understanding of the organization's goals as well as a take-away framework.</p>	✓	✓	✓
<p>8 Emarita, Betty. "Becoming a Catalyst for Social Justice: A Tool for Aligning Internal Operations to Produce Progress." Minneapolis: Effective Communities, LLC. September 2006. Available: http://www.racialequitytools.org/resourcefiles/emarita.pdf</p>	<p>This tool is designed to help grantmaking organizations become more intentional in their social justice work in order to truly work towards social justice instead of charity. Philanthropic organizations are meant to incorporate the tool into existing organizational tools or processes, including strategic planning and board and staff retreats. The tool is divided into three action areas: 1) Clarify values on social justice and align practices with values; 2) Become a learning organization to better understand social justice issues; and 3) Develop strategies to expand the impact of social justice activities. The tool includes discussion questions and action items for each action area, as well as provides examples of ways in which the action areas can be incorporated into organizational processes and initiatives.</p>	✓	✓	
<p>9 Mayer, Steven E. "Choosing Promising Idea and Proposals: A Tool for Giving that Closes the Gaps." Minneapolis: Effective Communities, LLC. September 2006. Available: http://www.effectivecommunities.com/pdfs/ECP_EvaluatingIdeas.pdf</p>	<p>This tool provides a practical framework for evaluating the strengths and weaknesses of a grant proposal and its ability to address racial equity and social justice. Program staff and committees or boards of philanthropic organizations can use this tool to systematically rate the strengths of a proposal across five action areas: 1) Increase philanthropic resources dedicated to racial equity and social justice; 2) Offer leadership, especially across divides; 3) Strengthen organizations, networks and associations; 4) Craft solutions and advance them from ideas to policy to practice; and 5) Reduce barriers, change conditions and transform local economies. The items are scaled from 0 to 2, and encourage grantmaking organizations to look at these factors at two different points in time.</p>	✓	✓	

Citation	Brief Synopsis	Grantmaking Tool (for implementing a structural change lens)	Analytical Tool (for measuring a structural change lens)	Structural Inequality
<p>10 Katherine Pease & Associates. "Inclusiveness at Work: How to Build Inclusive Nonprofit Organizations." Denver: The Denver Foundation. 2005. Available: http://www.denverfoundation.org/mediaroom/page/publications/#brochures</p>	<p>This workbook is one of the tools developed by the Denver Foundation as part of their Expanding Nonprofit Inclusiveness Initiative. It provides concrete steps and guidance to give nonprofits 1) A greater understanding and awareness of the impact of racism and ethnocentrism within your organization and the people you serve; 2) An analysis of your organization's strengths and challenges in regard to inclusiveness; and 3) An inclusiveness blueprint and long-term plan tailored to the needs of your organization. The workbook is created so that it can address inclusiveness towards diverse communities including but not limited to people of color. This is a useful tool for foundations to share with grantees who are seeking to establish inclusive practices.</p>	✓	✓	
<p>11 Rockefeller Philanthropy Advisors. "Diversity and Inclusion: Lessons from the Field." December 2008. Available: http://rockpa.org/document.doc?id=25</p>	<p>This report includes essays from representatives at seven foundations, including The California Endowment, W.K. Kellogg Foundation and the Robert Wood Johnson Foundation. Each article provides examples of how their foundation is committed to diversity both in their philanthropic work and within their own staff and board, as well as challenges and lessons learned in their path towards realizing inclusive practices. These examples, though short in length, could be useful in helping spark ideas or initiatives for foundations seeking to further their work in diversity, both internally and in their grantmaking.</p>	✓		✓
<p>12 Aspen Institute. "Structural Racism and Community Building." The Aspen Institute Roundtable on Community Change. June 2004. Available: http://www.aspeninstitute.org/sites/default/files/content/docs/roundtable%20on%20community%20change/aspen_structural_racism2.pdf</p>	<p>The Aspen Roundtable on Community Change has the goals of: 1) Broadening understanding of the causes of poverty, inequity, and community distress in America; 2) Clarify understanding of the forces that maintain the racial disparity status quo; 3) Identify how and why an emphasis on racial equity might enhance the possibility of success of current and future social change efforts; and 4) Highlight new approaches to poverty reduction and social justice that could complement and reinforce existing activities. This report from the Roundtable includes statistics and analyses of race, poverty and inequity. By delving into the social and political significance of race, it provides much context for understanding the structural ways in which race affects access to health, education, and wealth. The in-depth report provides foundations with a framework and strategies to approach structural racism and social justice in their social and economic development work.</p>	✓		✓

	Citation	Brief Synopsis	Grantmaking Tool (for implementing a structural change lens)	Analytical Tool (for measuring a structural change lens)	Structural Inequality
13	<p>PolicyLink and The California Endowment. "Why Place Matters: Building a Movement for Healthy Communities". PolicyLink. 2007. Available: http://www.policylink.org/atf/cf/%7B97c6d565-bb43-406d-a6d5-eca3bbf35af0%7D/WHYPLACEMATERS_FINAL.PDF</p>	<p>This report argues that "where you live determines how you live," and makes the case for place-based analyses of structural inequality. For example, most American neighborhoods are segregated by race and class, and it is no accident that low income communities and communities of color have underfunded schools, insufficient social services and poor health because they have been historically confined to certain spaces and privileges. The report outlines a place-based framework for understanding inequity, and provides examples of groups that are working to address structural inequity in a place-based manner. It also offers 14 recommendations on how grantmakers and social service providers can better understand and target the structural change needed in underserved communities.</p>	✓		✓
14	<p>Center for Social Inclusion. "Structural Transformation: Race, Class, Gender and Sexual Orientation." PowerPoint Presentation. January 2009. Available: http://www.lgbtfunders.org/commonvision/resources/Structural%20Transformation%20by%20Center%20for%20Social%20Inclusion.pdf</p>	<p>This PowerPoint presentation provides historical examples of how policy shapes access and opportunities through generations, and the need to focus on marginalized communities through a structural lens. Using statistics on race, income, gender, health care, and sexual orientation, the Center for Social Inclusion demonstrates the striking intersections of all of these factors, and how looking at them discretely does not represent the full story. This is a useful tool for foundations to inform their staff and grantees on some facts and figures surrounding structural inequality.</p>	✓		✓
15	<p>Coalition of Community Foundations for Youth and California Tomorrow. "Leading by Example: Diversity, Inclusion, and Equity in Community Foundations." October 2003. Available: http://www.nonprofitinclusiveness.org/leading-example-diversity-inclusion-and-equity-community-foundations</p>	<p>This report discusses the Learning by Example Initiative, in which four communities foundations that committed to 1) Diversifying their donor bases; 2) Aligning their grantmaking priorities with goals of empowerment and community-building; and 3) Providing new forms of leadership for addressing poverty, racism, inequality and other social problems. In the process, the foundations collaborated and shared real-time strategies with each other. The report provides lessons learned and useful strategies and activities for other foundations looking to begin or modify their approach towards inclusive funding.</p>	✓		

Citation	Brief Synopsis	Grantmaking Tool (for implementing a structural change lens)	Analytical Tool (for measuring a structural change lens)	Structural Inequality
<p>16</p> <p>Hancock, Ange-Marie. "When Multiplication Doesn't Equal Quick Addition: Examining Intersectionality as a Research Paradigm." <i>Perspectives on Politics</i>. March 2007, 5(1): 63-79. Available: http://www.lgbtfunders.org/commonvision/resources/Examining%20Intersectionality.pdf</p>	<p>Hancock presents intersectionality as a useful framework in social movements, public policy, and feminist theory, among other movements and disciplines. She defines intersectionality as "the simultaneous and interacting effects of gender, race, class, sexual orientation, and national origin." This framework is key because it doesn't ask people to choose which one identity group they belong to, but rather honors the intersections of identities that all people experience. Approaching social justice from an intersectional perspective can benefit more groups at once and at a deeper level than if just one group was targeted specifically: "Intersectionality argues for new conceptualizations of categories and their role in politics, rather than seeking an abolition of categories themselves." Hancock explores the ways in which an intersectional framework has been used in research and contrasts it to unitary approaches, and is a useful analysis for foundations to reference as they to decide what paradigms they should be using in their research and funding.</p>	<p>✓</p>		
<p>17</p> <p>Park, Angela. "Everybody's Movement: Environmental Justice and Climate Change." Washington D.C.: Environmental Support Center. December 2009. Available: http://www.envsc.org/esc-publications/everybodys-movement</p>	<p>Park explains that the environmental justice movement approaches climate change through the lenses of social justice and public health. The environmental justice movement posits that to affect any meaningful change to climate degradation, funders must help build bases of grassroots organizations and leadership in communities of color and low-income communities. Through interviews with activists and funders in the environmental justice/climate change field, Park demonstrates a lack of knowledge in the field on how to meaningfully and intentionally engage these communities more powerfully than "outreach." Park argues that low-income Americans, people of color, and women need to be leaders, not just tokens, and have their voices heard for there to be any meaningful action on climate change. The article provides strategy areas to build capacity and leadership of the environmental justice model, and is a useful starting point for funders who want to fund climate change through a social justice lens.</p>	<p>✓</p>		

Citation	Brief Synopsis	Grantmaking Tool (for implementing a structural change lens)	Analytical Tool (for measuring a structural change lens)	Structural Inequality
<p>18</p> <p>Funders for Lesbian and Gay Issues. "Questions for Grantmakers, Understanding How Structural Racism Affects Grantees." 2009. Available: http://www.lgbtfunders.org/programs/RetreatChart-CaseStudy.pdf</p>	<p>This diagram from Funders for Lesbian and Gay Issues breaks down the various components that support structural racism in society. The diagram uses a case study from the Providence Youth Student Movement, focused on Rhode Island South East Asian Youth, aged 14-28. It examines the Southeast Asian youth experience in Rhode Island through: the social construct of race, the interactions between various forms of inequality (race, class, gender, sexuality, age), the historical advantages/disadvantages of their community, Southeast Asian values versus "American" values, contemporary stereotypes, segregation, and the racialized public and institutional policies that promote racial disparities. The diagram then focuses in on the compounded forms of racism that Southeast Asian LGBT youth in Rhode Island must face as a result of intersecting categories of inequality. This is a useful tool to help foundations understand the wide-ranging affects of structural racism.</p>	✓		✓
<p>19</p> <p>Kirwin Institute for the Study of Race and Ethnicity at the Ohio State University. "Opportunity Mapping." Available: http://kirwaninstitute.org/research/gismapping/opportunity-mapping/index.php</p>	<p>Opportunity mapping technology allows users to see visually where areas of opportunity exist in different neighborhoods, by combining federal, state, local and other education, demographic, and economic data sources. Seeing comparatively where opportunity and access exists and does not exist in metropolitan areas can help grantmakers understand the significance of place: "Your location within this 'web of opportunity' plays a decisive role in your life potential and outcomes." The online resources include a PowerPoint presentation which includes background, methodology, examples and next steps, which could be a useful tool for grantmakers to understand this frame and see how technology can assist in place-based grantmaking strategies.</p>	✓		✓
<p>20</p> <p>Kirwin Institute for the Study of Race and Ethnicity at the Ohio State University. http://kirwaninstitute.org/publications/presentations/publications/index.php</p>	<p>This collection of publications from the Kirwin Institute provides many useful resources for foundations seeking to expand their vocabulary and framing of structural inequity issues. Publications include "Talking About Race: Resource Notebook." which contains historical context, talking points, and glossary of terms regarding structural racism; "Systems Thinking and Race Primer" which provides a theoretical perspective on the importance of structural, systemic change; and "Racial Equity Status Report" which details the contemporary barriers to racial equity, using indicators such as education, health, economics and community.</p>	✓		✓

Citation	Brief Synopsis	Grantmaking Tool (for implementing a structural change lens)	Analytical Tool (for measuring a structural change lens)	Structural Inequality
21 Funders for Lesbian and Gay Issues. "Frameworks & Approaches, Understanding Racial Inequities in Policies, Programs & Grantmaking." 2009. Available: http://www.lgbtfunders.org/programs/RetreatChart-Frameworks.pdf	This matrix presents four different approaches that grantmaking institutions can take when handling the issue of race and ethnicity. Race-neutral is a universal approach to grant making that ignores racial disparities and focuses on individual qualities. The race-conscious approach acknowledges race and ethnicity as variables in grantmaking and public policies, but ignores the interactions between race, class, gender, and sexuality among other factors. The diversity and inclusion approach focuses on "diversifying the workforce" and creating diverse institutions without any specific focus on one type of group. The structural racism approach "moves beyond institutional and individual racism" to examine the root causes of problems and the various and intersecting systems of policies, practices and values across time and institutions that have created the current racialized hierarchies of power. This matrix is useful for foundations who want to interrogate the racial equity frameworks that they and others may be using.	✓		
22 Pitz, Will and Rinku Sen. "Short Changed: Foundation Giving and Communities of Colors." Oakland: Applied Research Center. 2004. Available: http://www.philanthropy.iupui.edu/Millennium/Short%20Changed%20(Fdn%20giving%20to%20POC).pdf	This report looks at the lack of significant foundation funding for minority groups, with only 7% of grants going explicitly to people of color, who make up one-third of the US population. The authors analyze data on communities of color and decreasing foundation giving to minority groups. They also discuss the impact of racial justice funding, including examples from different foundations and recommendations for grantmaking organizations seeking to expand their support of racial equity funding.			✓
23 LaMarche, Gara. "Taking Account of Race: A Philanthropic Imperative." Waldemar Nielsen Issue Forums in Philanthropy, Georgetown Public Policy Institute. October 2008. Available: http://www.atlanticphilanthropies.org/learning/speech-taking-account-race-philanthropic-imperative	This is a speech given by Gara LaMarche, President of Atlantic Philanthropies, on the eve of President Obama's election. LaMarche touches on the issue of structural racism as it relates to foundation effectiveness. He touches upon several topics related to structural racism such as: foundation staffing and accountability, the voting process, California Assembly Bill 264, the financial crisis, immigration reform, apartheid, and racial redress, among others. This speech is a useful inventory of the "philanthropic landscape" through the lens of race and diversity.			✓

Citation	Brief Synopsis	Grantmaking Tool (for implementing a structural change lens)	Analytical Tool (for measuring a structural change lens)	Structural Inequality
24 Vaid, Urvashi. "Divided We Stand: The Racial and Gender Status Quo." In <i>Virtual Equality: The Mainstreaming of Gay and Lesbian Liberation</i> . Anchor Press. 1996: 274-306.	Urvashi Vaid is a long time activist and former president of the National Gay and Lesbian Task Force (NGLTF). Vaid's chapter argues for the need for LGBTQ groups to move beyond identity and toward a shared progressive politics. She offers anecdotes of her past experiences and uses examples of campaigns and organizations that failed due to a lack of coalitions or finding common issues to coalesce around. Vaid argues that in order for the mainstream gay movement to advance its goals it will be necessary to find allies outside of the gay movement and to attract LGBT members of all races, classes and genders from within the movement. She believes that the gay community has not yet grasped the importance or understands how to work on multiracial and multi-issue politics, and posits strategies for how to better do so. This article illustrates how important intersectional work is even within a singular movement.			✓
25 Richardson, James A., and Jonathan K. London. "Strategies and Lessons for Reducing Persistent Rural Poverty: A Social-Justice Approach to Funding Rural Community Transformation." <i>Journal of the Community Development Society</i> . Spring 2007, 38(1): 92-107. Available: http://www.nrfc.org/documents/06%201246%20richardson%20vol%2038(1)%208mar07.pdf	Richardson and London argue that poverty is caused by structural factors, and if policymakers and the public continue to ignore historical and systemic patterns of poverty, and its deep links to race and class, there is no hope for truly addressing the problem. The article features the National Rural Funders Collaborative (NRFC) and its shift over time from an individual approach to battling poverty to an approach that explicitly addresses race, class and power on a regional scale. The article documents the stages of this shift, as well as challenges and lessons learned, and could be useful for grantmakers looking for strategies to shift their scope towards structural change.			✓
26 Funders for Lesbian and Gay Issues. "Out for Change: Racial and Economic Justice Issues in Lesbian, Gay, Bisexual and Transgender Communities." 2005. Available: http://www.lgbtfunders.org/files/LGBT-REJ.pdf	This report argues that the next step in social justice philanthropy work is operating within a racial and economic justice framework as a means to address the continuing oppression toward the full LGBTQ community. The report seeks to: 1) Identify the range and complexity of issues faced by low-income LGBT people and LGBT people of color; 2) Identify LGBT organizations that are working primarily on racial and economic justice issues; and 3) Identify foundations that are supporting this work and make recommendations to expand the funding base. The report provides many statistics and examples of organizations applying a racial and economic lens.			✓

Citation	Brief Synopsis	Grantmaking Tool (for implementing a structural change lens)	Analytical Tool (for measuring a structural change lens)	Structural Inequality
<p>27 The Center for Social Inclusion's Diversity Advancement Project. <i>Thinking Change: Race, Framing and the Public Conversation on Diversity</i>. New York: The Center for Social Inclusion. August 2005. Available: http://www.centerforsocialinclusion.org/publications/wp-content/plugins/publications/uploads/ThinkingChange.pdf</p>	<p>This report focuses on the necessity of strategic frames regarding diversity. The authors argue that the messaging of diversity needs to be shifted towards a race-conscious public discourse to result in productive and nuanced discussions throughout society rather than a "colorblind" stance which maintains a racial hierarchy. Using multi-disciplinary research, the report discusses and analyzes traditional strategies and campaigns on diversity and racial equity so that contemporary efforts may pull out lessons learned and effective strategies to put into action themselves.</p>			✓
<p>28 Poverty & Race Research Action Council. <i>Structural Racism Newsletter</i>. November/December 2006, 15(6). Available: http://www.prrac.org/newsletters/novdec2006.pdf</p>	<p>This edition of the Poverty & Race Research Action Council's newsletter features essays from leading structural race theory researchers and practitioners. With essays including Anne C. Kubish's "Why Structural Racism? Why a Structural Racism Caucus?", Andrew Grant-Thomas and John A. Powell's "Towards a Structural Racism Framework" and "Structural Racism and Rebuilding New Orleans" by Maya Wiley, the newsletter presents a compelling inventory of the ways in which a structural racism framework can positively bring about change. Some essays provide case studies, while others present their case in the realm of theory. This informative collection of essays is useful for foundations to take away lessons and definitions.</p>			✓
<p>29 Marable, Manning. "Structural Racism." In <i>The Great Wells of Democracy: The Meaning of Race in American Life</i>. Basic Civitas Books. 2002: 22-64</p>	<p>Marable's chapter focuses on the African American experience from the foundation of the "American State" to the modern times. It provides a historical analysis of the various systems of structural racism that have existed throughout "American" history. He argues that the "American State" was founded on a racial foundation that continues to affect the treatment and experience of black people. He posits that despite the elimination of outright segregation and Jim Crow Laws, the black experience continues to be shaped by underlying systems of structural racism that are inherent in the founding of this nation. This provides a useful historical perspective for understanding the roots of structural racism, and can help foundations understand how deeply structural change work must go to enact lasting change.</p>			✓

Citation	Brief Synopsis	Grantmaking Tool (for implementing a structural change lens)	Analytical Tool (for measuring a structural change lens)	Structural Inequality
30 Delgado, Richard and Jean Stefancic. <i>Critical Race Theory: An Introduction</i> . New York: New York University Press. 2001.	This book is a manifesto for Critical Race Theorists, who believe that "racism is embedded in our thought processes and social structures." These theorists specifically look at the American legal system as an example of an institution that has been shaped by inherently prejudiced practices and beliefs. The authors provide various hypothetical examples of racism in everyday life, classroom exercises, and questions at the end of each chapter to encourage discussion. They also provide a definition for "intersectionality" that recognizes how one individual can inhabit an intersection of multiple forms of oppression based on their race, sex, class, national origin, and sexual orientation. This is an excellent primer for foundations to understand structural racism and the intersection of marginalized populations.			✓
31 Zelermeyer, Karen. "LGBTQ Funding and Racial Equity Funding: Can We Talk?" <i>Measuring What We Value: PRE Critical Issues Forum</i> . Washington, D.C.: Philanthropic Initiative for Racial Equity. April 2008, 1: 18-19. Available: http://racialequity.org/docs/final%20layout.pdf	Fundors for Lesbian, Gay and Trans Issues (FLGTI) executive director Karen Zelermeyer writes that FLGTI has found that a paltry sum of grants from foundations nation-wide have gone towards funding LGBT communities of color. FLGTI concluded that they should put significant resources toward learning and creating coalitions and towards racial, gender and economic rights. Zelermeyer details FLGTI's new initiatives, Common Vision, the LGBTQ Racial Equity Campaign and the LGBTQ Funders Racial Equity Report Card. This article is a useful orientation to the types of tools and initiatives that grantmaking organizations can look to as part of racial- and LGBTQ-equity funding, as well as underscores the necessity of measuring both how much funding is awarded to equity funding and the LGBTQ make-up of boards and staff in the same way racial/ethnic diversity is measured.			✓
32 Hosang, Daniel. "Beyond Policy: Ideology, Race and the Reimagining of Youth." In Shawn Ginwright, Pedro Noguera, and Julio Cammarota Eds., <i>Beyond Resistance! Youth Activism and Community Change: New Democratic Possibilities for Practice and Policy for America's Youth</i> . CRC Press. 2006.	The author argues that a short-term frame on issues does not present the full problem because it neglects historical perspectives and underpinnings. He posits that one of the effective means to reframe and challenge dominant discourses is to have youth taking a leading role in creating alternate frameworks. To illustrate this point, he presents historical and contemporary examples of youth leadership in reframing racialized discourses, including case studies of Los Angeles and New York City youth community initiatives. In the Los Angeles example, a student and parent education coalition was able to effectively reframe "dropouts" into "disappeared students," thereby shifting from a frame of blame on the disadvantaged student to a frame of an ineffective education system. This article highlights leadership of youth from communities of color and LGBT communities and provides useful examples of initiatives that work in a structural change framework.			✓