

The Heinz Endowments



RELATIONSHIP BUILDING

- While enjoying your delicious breakfast, feel free get to know your tablemates by sharing your story.
- Some potential prompts you can respond to:
 - What is the story of your name?
 - What are the variety of ways you identify yourself?
 - When did you first become aware of being part of a particular identity group?
 - When was a time you felt powerful because of your identity?
 - What events in your life led you to this room?

WHO AM I?



**Hello, everyone!
I'm Vanice Dunn,
director of equity at
Provoc. Thanks for
joining me today!**

Objectives for this workshop:

- Sharing the Endowments' process for developing an equity statement and lessons learned
- Race Equity Communications 101 Training
- Deep-dive to understand what resources, tools, or trainings will be most useful to grantees

Agenda

- 8:00 am - 9:00 am: Breakfast & Relationship Building
- 9:00 am - 9:10 am: Introductions
- 9:10 am - 9:40 am: Framing the Work
- 9:40 am - 10:10 am: Developing Our Equity Statements
- 10:10 am - 10:25 am: BREAK
- 10:30 am - 11:25 am: Race Equity Comms 101
- 11:25 am - 11:45 am: Naming Our Challenges
- 11:45 am - 12:00 pm: Resource Wishlist

SHARED AGREEMENTS

Goal: Create an atmosphere of learning, reflection and commitment

- Move up, move up.
- We can't be articulate all of the time.
- Embrace curiosity.
- Acknowledge the difference between intent and impact.
- No one knows everything, together we know a lot.
- Speak from your own experience.
- Don't tokenize.
- Consider your position & power in this conversation.



FRAMING THIS WORK

WHY ARE WE HERE?

Provoc is working with The Heinz Endowments in order to **bring an equity-rooted focus to communications practices both at Heinz and with grantee organizations.**

Through this work, we have the goals of **creating common tools for effectively communicating about equity and strengthening grantees capacity in the area of equity and communications.**

CONTEXT FOR THIS WORK

Carmen Anderson is director of equity and social justice at The Heinz Endowments. She leads efforts to address social injustice and inequity in communities served by the Endowments. Carmen is responsible for organizational development as it relates to diversity, inclusion and equity, **including the creation of guiding principles for the foundation and learning opportunities for staff and grantees.** She monitors the field to identify best practices for improving the Endowments' operations, policies and behaviors. Carmen develops strategic partnerships to advance equity in local communities and spearheads the foundation's implementation in its overall goals, communications, grantmaking and financial investments. She also maintains a grantmaking portfolio in the Learning area primarily focused on family health and wellness, and holistic education.





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DEVELOPING OUR EQUITY STATEMENT

WHY DEVELOP AN EQUITY STATEMENT?

- A messaging best practice is to orient our communications toward a single core truth.
- Not all messaging must contain this statement, but it serves as the umbrella from which supporting messages can be developed.

PROCESS FOR DEVELOPING EQUITY STATEMENT

- Needs assessment through workshop
- Focus groups
- Feedback survey
- Engaging grantees
- Sharing journey and process as a learning opportunity

INSIGHTS & KEY QUESTIONS FROM PROCESS

Center equity in the process

Think broadly about whose voices should be involved in the development. Create equitable processes that gather feedback in different ways. Don't let time be the enemy of equitable collaboration.

How do we best co-create and solicit feedback?

Finding creative ways to seek input from stakeholders was key. Focus groups were one of the most valuable formats we used.

How is racial equity incorporated or prioritized?

When we say “equity” do we really mean “racial equity” and if so, can we be more explicit? If not, how do we clarify?

Identities / Communities

Should the final statement include identity-based groups in a list or speak more generally?

GOALS

A final equity statement/vision that:

- Elegantly sums up Heinz's position and vision on equity — what it means to us and how we hope to see it come to life
- Provides internal alignment to Heinz team on their approach to equity
- Avoids jargon in favor of clear, compelling language
- Builds on existing work and messaging from Just Pittsburgh and Moral Leadership
- Becomes a collective north star for staff and grantees alike

OPTION 1: ROOT CAUSES

At The Heinz Endowments, so often our staff and our partners at 400 + organizations across the country are working to remedy the symptoms of larger structural problems. By focusing on equity, **we aim to transform the root causes of structural inequity so that we no longer have to remedy its symptoms.**

OPTION 2: POWER & OPPORTUNITY

At The Heinz Endowments, we believe that equity work happens at the intersection of power and opportunity, so **we work to elevate power within communities and create new opportunities** so that race, gender, sexual orientation, religion, and zip code can no longer predict life outcomes.

OPTION 3: EQUITY IS CONSTANTLY EVOLVING

At The Heinz Endowments, we are committed not just to equity as an idea, but to **constantly evolving our ability to act and invest equitably**. That means that we measure, track, and close outcome gaps.

OPTION 4: SHARED RESPONSIBILITY

Equity is an intentional, urgent attempt to right historical wrongs through root-cause problem-solving and systems-building.

Outcome gaps plague out country and region because of practices that harm underrepresented communities. **We believe that collective wellbeing is a shared right and shared responsibility.**

WORKSHOP AT YOUR TABLE

- Which statement(s) feel strongest to you?
- What would you change about these statements?
- Does your organization have an equity statement?
- Would it be valuable to engage your organization in conversation to develop your own equity statement?
- What tools or resources would you need to be capable of driving that conversation in your organization?

TIME TO BREAK





RACE EQUITY COMMS 101

LEVERAGING RESOURCES

This project will support identifying gaps in tools and customizing resources for your needs

Using the information gathered in this session, we can begin to identify the best ways to support the gathering and development of resources for your needs.

Give credit where credit is due

Many of the practices we will share here today come directly from our work with the Government Alliance on Race and Equity (a part of Race Forward). They have been doing groundbreaking racial equity work and we worked to gather their practices and turn them into tools for their community. We'll be sharing some of their key practices with you today.

GARE CORE BELIEFS

RACE MATTERS

Although tensions or anxiety can sometimes be a part of conversations about race, we know it is necessary for us to name race head-on, both in the details of our work and how we work with each other.

INCLUSION MATTERS

People impacted by a decision should be engaged in the decision-making process.

HISTORY MATTERS

While the institution of racism was created well before our time, we are dealing with both the historical legacy and current reality. Racism and racial inequities have resulted in trauma, both to individuals and to communities. A trauma-informed approach to our work is necessary for our collective humanity.

LEADERSHIP MATTERS

Transforming our systems towards greater racial equity requires consistent and courageous leadership. We recognize the importance of formal and informal leadership. We support formal leadership working to advance racial equity, as well as the development of emerging leadership.

UNDERSTANDING MATTERS

Our institutions, systems and structures are complex. To transform our institutions and organizational cultures, it is critical that we develop a more nuanced understanding of that complexity. This includes moving beyond only quantitative approaches and incorporating qualitative and experiential ways of knowing.

GARE CORE BELIEFS

MOVEMENT MATTERS

Racial inequities have been intentionally created and maintained over an extended period of time. They will not disappear on their own. To advance racial equity, we must be organizing within our own institutions and across institutions, always putting community at the center. We believe that a racial equity movement must build and expand the engagement of others.

POWER MATTERS

Because power has so often been used to perpetuate inequities, we recognize that we can sometimes have an awkward relationship with power. We believe in intentionally examining, considering, negotiating and claiming power that advances racial equity.

LEARNING MATTERS

Creating environments of learning within and between our organizations will help to replicate success, expand learning from each other's experiences and leverage change. Our network and this movement will benefit from continuous, intentional learning and feedback.

COMMUNICATIONS STRATEGIES

LEAD WITH SHARED VALUES

When developing any communication, first consider your audience (as specifically as you can) and your goal. Then, identify values that audience authentically shares with racial equity work, and consider how those values align with your goal.

BE RELENTLESS ABOUT VISION

Our vision is our north star — say it over and over again until it's irrefutably a part of our culture.

BALANCE DATA WITH STORY

Embed data and visualizations within a narrative — facts are far more interesting in the context of people's real lives.

GENERALIZATIONS ARE SHORTCUTS

Avoid generalizations, citing research-based trends or patterns instead if they exist.

VALUES

ENSURE MORE CHILDREN
AND YOUNG PEOPLE

SURVIVE AND THRIVE



WE BELIEVE

THE PATH OUT OF POVERTY BEGINS WHEN THE NEXT
GENERATION CAN ACCESS QUALITY HEALTHCARE AND A
GREAT EDUCATION.

A CLOSER LOOK



COMBAT INFECTIOUS DISEASES

THAT PARTICULARLY AFFECT
THE POOREST



WE BELIEVE

WE CAN SAVE LIVES BY DELIVERING THE LATEST IN SCIENCE
AND TECHNOLOGY TO THOSE WITH THE GREATEST NEEDS.

A CLOSER LOOK

Accelerate progress to eradicate
malaria



OPPORTUNITY VALUES

We all connect new information and ideas to familiar stories, metaphors, or concepts that we already understand. For instance, using the value of **opportunity** connects people quickly to the long-held notion of America as a land of opportunity, a place where anyone can reach their full potential.

Mobility – Where we start out in life should not determine where we end up. Inherent in mobility is the belief that everyone who works hard should be able to advance and participate fully in society.

Voice – We should all have a say in the decisions that affect us. Our voices must be heard in voting booths, at public forums, and across the media.

Community – We share responsibility for each other and for the common good; the strength of our nation depends on the vibrancy and cohesiveness of our diverse population.

Security – We should all have the tools to meet our own basic needs and the needs of our families. Without economic and social security, it is impossible to access the other rights and responsibilities society has to offer.

**The Opportunity Agenda*

COMMUNICATIONS STRATEGIES

NO ONE LIKES TO BE LABELED

Avoid negative, evaluative labels at all costs. Even seemingly neutral labels like “millennial” carry negative connotations for some audiences. Coded language can unintentionally trigger implicit bias.

ASSUMPTIONS ARE JUST THAT

Communicate based on fact, not assumptions, particularly about motivation behind behavior. Avoid charged, blaming phrases.

BE REFLECTIVE

Check your perspective — am I a part of the group I’m describing? What perspective or information might I be missing? — and get input or feedback on drafts before publishing.

BEYOND WORDS: THE POWER OF IMAGE & VIDEO

INVEST IN IMAGERY

Spend time sourcing and using thoughtful images, graphics and video whenever communicating about race or your racial equity work. A few hours spent on an infographic may help all communities understand data far better than endless hours of work on a wordy report only a few people will ever read.

BE TRUE TO REAL COMMUNITIES

Use images that authentically reflect the racial diversity or lack thereof in the community or institution being portrayed. Resist the urge to select visually diverse images for the sake of visual diversity if authentic diversity doesn't exist.

AVOID STEREOTYPES & APPROPRIATION

Be cautious when selecting images about reinforcing stereotypes about any racial group. Today, we would never choose a person vacuuming in an apron and heels to portray a "woman" — be equally vigilant with stereotypes (positive or negative) associated with racial groups. In addition, always ask permission (or check permissions on a photograph) to avoid leveraging someone's image without their knowledge. This is particularly important with community members.

BEYOND WORDS: THE POWER OF IMAGE & VIDEO

BEWARE OF VISUAL TOKENISM

The concept of "tokenism" refers to inclusion of a single person of color's perspective for the sake of "diversity." Often, that person is also unfairly asked to speak for or represent the views of the entire racial group she belongs to.

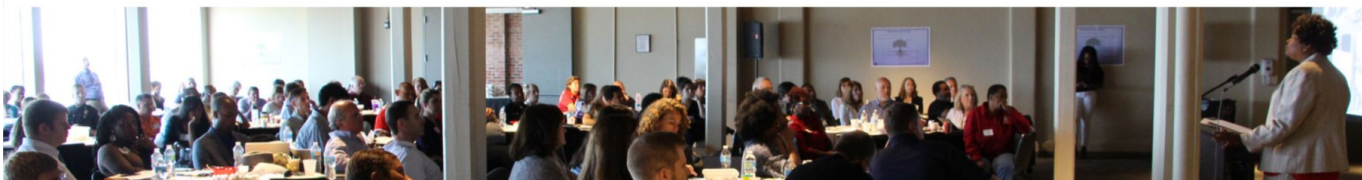
AVOID WHITEWASHING

We are immersed in a marketing and communications culture with a pervasive (conscious and unconscious) trend toward lightening dark skin. On top of biases that favor white people, lighter-skinned people of color are portrayed as more acceptable than people of color with darker skin. Avoid "whitening" either through photo or spokesperson selection or software.

BEYOND WORDS: THE POWER OF IMAGE & VIDEO



BEYOND WORDS: THE POWER OF IMAGE & VIDEO



OUR IMAGES REFLECT OUR CORE VALUES: JUSTICE, COMMUNITY & MOMENTUM.

PLANNING INSIGHTS

- **Keep it simple** – It can be very easy to imagine all kinds of creative ideas when it comes to public communications, but consider your teams' capacities and competing priorities.
- **Leverage what you have** – Your team likely already has so many balls in the air — leverage what you already know is happening. Is there a public music festival? A major mayoral speech? A website redesign? Whatever is already happening, see if you can leverage it rather than come up with dozens of new ideas.
- **Be evaluation-oriented** — Develop long-term goals and milestones, keep them in mind as you plan, constantly asking “does this drive us toward meaningful outcomes?”

BEST PRACTICES

BE EXPLICIT

Perhaps the most important strategy in communicating about race and racial equity — we have to learn to be explicit about race in a culture of hiding racial inequities behind other words.

In this movement, we are explicit about the history of racial inequity, our vision for a more equitable future, and the barriers we must turn into bridges to get there.

BE DATA & STORY DRIVEN

Structural racial inequities can and must be relentlessly exposed, measured, and disrupted. We need to use data, history and stories to explain the systems and structures that created racial inequities.

We leverage data whenever possible, but not at the expense of stories. In the end, it is people's real lives that we hope will change for the better as we undo systems that created our historical and current inequities — stories tell us about the tangible impacts of these inequities and possible paths toward a more equitable future.

EMBRACE A LEARNING CULTURE

Pervasive racial inequities are rooted in the very foundation of our country. While we operate from a perspective of urgency, we also recognize that racial inequities weren't created overnight and we must develop short- and long-term strategies.

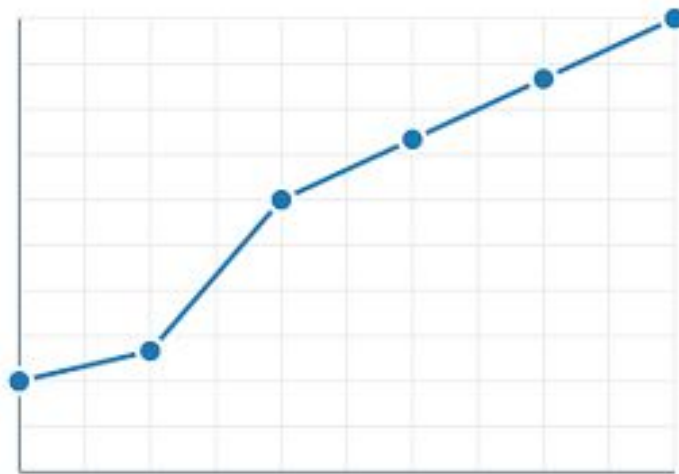
We work urgently *and* we believe in a growth mindset — accepting that moving in a new direction requires us to navigate new terrain. Perfection isn't possible in the short-term, but progress is ours to accelerate.

EXAMPLES: BE EXPLICIT



JUST THE FACTS

- ▲ Used racial equity tool to analyze access to green spaces in our city
- ▲ 5 new parks in communities of color in 2016
- ▲ Increased community use of Parks & Recreation facilities by 40% in one year
- ▲ 60% of children under 10 spending at least one hour a week in local parks



DATA IN STORY

Arturo's mom laughs with her two year old daughter as she watches her son chase the kickball. This time last summer, they might have been sitting on a bus — traveling more than 25 minutes each way to the closest field. Now, it's a short walk to a brand new community park.

McMillan Park's reopening is one of 5 new parks our city has opened in communities of color this year. Based on conversations with neighborhood residents, data analysis, and our racial equity tool, we targeted the neighborhoods with the longest commutes to green spaces and revitalized facilities based on the requests of residents. In just one year, neighborhood parents are self-reporting a 40% increase in use of park facilities, and more than 60% of kids under 10 spending at least one hour in a park each week.



Reflection in Partners

Which best practice, core belief, or strategy might you leverage at your organization?

Are there other practices that you are already leveraging at your organization?

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NAMING OUR CHALLENGES

▀ NAMING OUR CHALLENGES

At your table, discuss some equity communications challenges that you have faced in the past or will face in the future. All challenges, big and small are welcome!

While sharing, begin to jot these challenges on the large sticky provided on your table.

**DISCUSS AND DOCUMENT
YOUR CHALLENGES**



WISHLIST

ADDRESSING OUR CHALLENGES

As you think back to your challenges, what do you wish you'd had to address those challenges?

Brainstorm resources, tools, and trainings you would love to have access to!

Document these ideas on the large sticky on your table.

**DISCUSS AND DOCUMENT
YOUR WISHLIST**

RESOURCES

- **AORTA.COOP**
- **GARE COMMS GUIDE**
- **THE OPPORTUNITY AGENDA - TOOLKIT**
- **Racialequityhere.org**

An aerial night view of Pittsburgh, Pennsylvania, featuring the city's bridges over the Allegheny River. The scene is illuminated by city lights and the warm glow of a sunset sky. The text "THAT'S ALL FOLKS" is centered over the image, flanked by two horizontal teal lines.

THAT'S ALL FOLKS