



Race Equity Cycle Pulse Check™ : Score Report



About this Score Report

Since the “Awake to Woke to Work®: Building a Race Equity Culture™” publication was released in 2018, Equity In The Center® stakeholders have asked for a tool to assess where their organizations are on the Race Equity Cycle®. The Race Equity Cycle® Pulse Check™ is designed to do so, with this accompanying Score Report providing recommendations on next steps and tools to move work toward the next phase.

This Score Report will briefly re-introduce you to the Race Equity Cycle® framework, provide you with an overview of your scores, share descriptions of what the scores mean, suggest next steps to continue to deepen and expand your race equity work, and resources to help navigate each lever.

The score report will not share numerical scores, but rather, will indicate, based on your responses to the Pulse Check questions, at what stage of the Race Equity Cycle® your organization is - both overall and for each lever.



Table of Contents

Awake to Woke to Work®: Building a Race Equity Culture™

Summary of Scores

Score Details

Organizational Score

A Realistic Timeline

Senior Leaders

Managers

Board of Directors

Learning Environment

Data

Community

Organizational culture

Conclusion & Resources

Conclusion

Resources by Lever



Awake to Woke to Work®: Building a Race Equity Culture™

Achieving race equity — the condition where one’s racial identity has no influence on how one fares in society — is a fundamental element of social change across every issue area in the social sector. And to realize this change, we must uproot structural racism from our organizations and across U.S. society.

While each organization will follow its own path towards building a Race Equity Culture™, our research suggests that all organizations go through a cycle of change, what we call the **Race Equity Cycle®**, as they transform from a white dominant culture to a Race Equity Culture™. This journey of change pushes organizations to become more committed, more knowledgeable, and more skilled in analyzing race, racism, and race equity, and to place these issues at the forefront of organizational and operational strategy.



Our research also identified seven levers — strategic elements of an organization that, when leveraged, build momentum towards a Race Equity Culture™ within each stage and throughout the Race Equity Cycle®. You can continue to explore the research behind the development of this framework in the the [Awake to Woke to Work®: Building a Race Equity Culture™](#) publication.



Summary of Scores

Based on your responses to the Pulse Check questions, we have assessed your organization at the following stages of the Race Equity Cycle®:

Overall Organizational Score: **WOKE**
Mid Range

At this stage, the organization has a race equity action plan or scope of work and financial resources behind it. Leaders and staff are continuing to identify more policies and practices to shift in order to center race equity cross-functionally. The organization is actively adopting and adapting new processes and policies and applying a race equity lens to increasingly broad and deep areas of work inside the organization. The organization is disaggregating and using data on race-based disparities to inform work. People within the organization are willing to sit in struggle and discomfort around race, racism, and race equity. Additionally, leaders and staff begin to explicitly acknowledge and develop understanding of the role and responsibilities of white people in dismantling white supremacy, shifting the burden of race equity work from BIPOC staff and partners. The organizational learning environment for staff focuses on more advanced topics, such as structural racism, white dominant culture, allyship and intersectionality.

Scores by Lever:



Senior Leaders: WOKE
Individuals in a formal leadership role



Learning Environment: WOKE
Investment in staff capacity



Managers: WOKE
Individuals who oversee operations of teams



Data: WOKE
Metrics to drive improvements and focus



Board Of Directors: WOKE
Governing body of an organization



Community: WOKE
Populations served by the organization



Organizational Culture: WOKE
Shared values, assumptions, and beliefs

The following pages will share more detail and suggested next steps for each of your lever scores.



Score Details





Organizational Score

Based on your responses to the Pulse Check questions, we have assessed your organization at the following stage of the Race Equity Cycle®:

Overall Organizational Score: **WOKE**
Mid Range

Low
Range

At this stage, organizational focus has shifted from representation and diversity, to equity and inclusion within organizational culture. The organization has a working analysis and shared vocabulary, and has begun training staff on race, racism, and race equity. There is more acknowledgement of differing staff experiences between BIPOC and white people in the organization. Leaders and staff have begun identifying policies and practices to focus on, and identifying and dedicating resources to support race equity work. White dominant structures are still in place, although leaders are beginning to acknowledge them as such. Organization’s leadership and staff may continue to place the burden of race equity work on BIPOC staff and partners.

Mid
Range

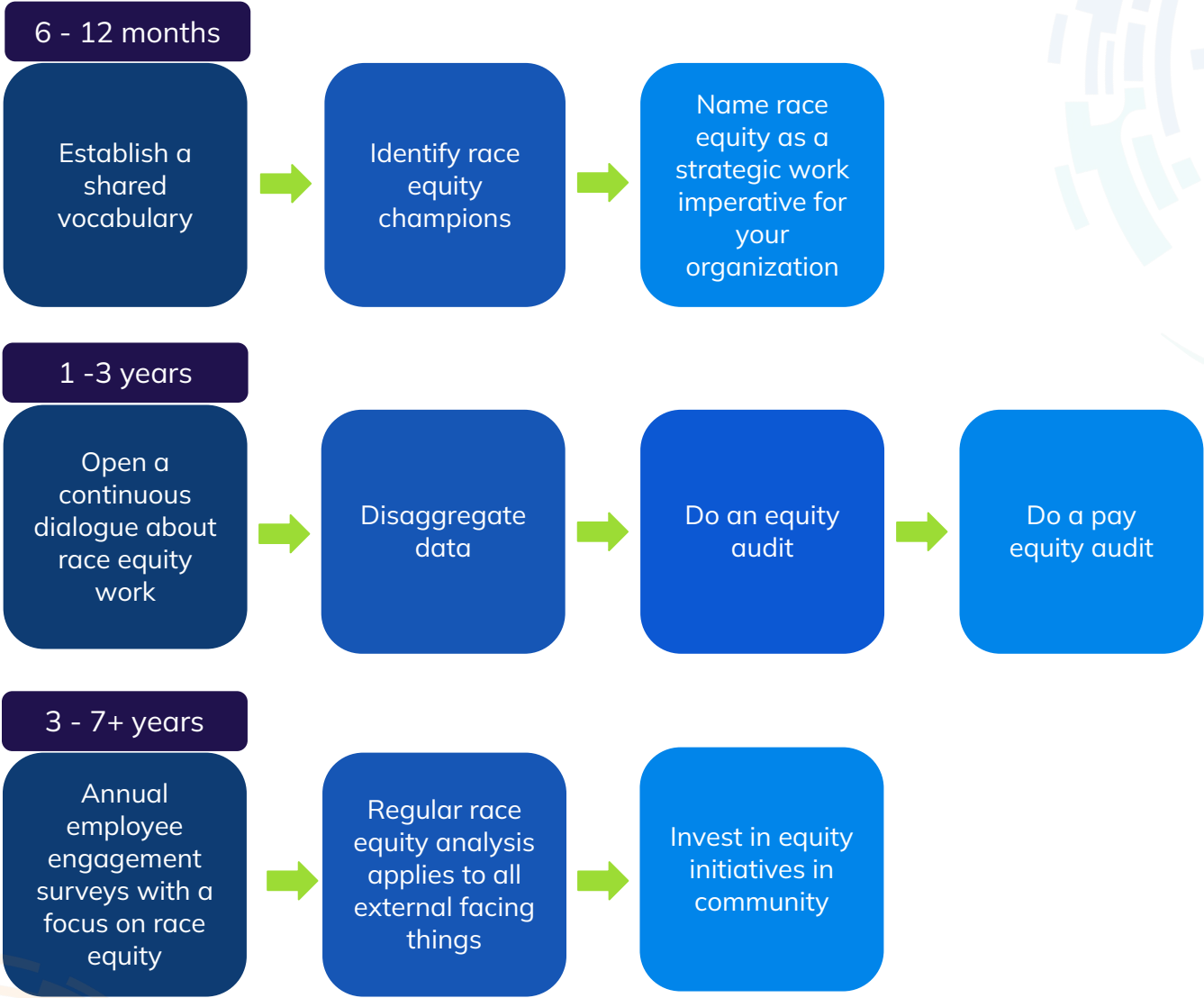
At this stage, the organization has a race equity action plan or scope of work and financial resources behind it. Leaders and staff are continuing to identify more policies and practices to shift in order to center race equity cross-functionally. The organization is actively adopting and adapting new processes and policies and applying a race equity lens to increasingly broad and deep areas of work inside the organization. The organization is disaggregating and using data on race-based disparities to inform work. People within the organization are willing to sit in struggle and discomfort around race, racism, and race equity. Additionally, leaders and staff begin to explicitly acknowledge and develop understanding of the role and responsibilities of white people in dismantling white supremacy, shifting the burden of race equity work from BIPOC staff and partners. The organizational learning environment for staff focuses on more advanced topics, such as structural racism, white dominant culture, allyship and intersectionality.

High
Range

At this stage, the organization has a multi-year race equity action plan with specific goals, actions, and metrics. The organization continues to prioritize deepening staff learning and analysis on race equity concepts, values, and practices. The organization continues to expand its race equity lens to focus on broader, deeper areas of the organization. A majority of staff, leadership, and board members can name and communicate about the organization’s race equity work; express how their work contributes to and advances the organization’s race equity goals; and are actively modeling introspection, accountability and action in their individual-institutional roles. The organization has made progress on countering white dominant practices and built a new organizational culture with policies, practices and processes that value all racial identities as equal (i.e., they are not rooted in the pyramid of human value that elevates white people above all others).

A Realistic Timeline of Doing Race Equity Work

Building a Race Equity Culture™ is a years-long process of intentional, focused work that is deeply challenging and nuanced, both in theory (“making the case” for it) and execution (the “how” of doing it) for organizations. The work almost always costs more and takes longer than organizations expect or would hope. There is a sense of urgency around achieving measurable “outcomes,” which takes years in race equity work, and this characteristic is a core component of how white dominant culture manifests in organizations. The desire for urgency (and its origin) should be explicitly named as part of a process to intentionally socialize the length of time the work will take, as well as the amount of discomfort individuals, the organization and funders who so often push for “results” will experience. Below is a sample timeline of general action steps and the amount of time it may take to implement.



The following pages will share more detail and suggested next steps for each of your lever scores. A full table with descriptions of all stages for all levers is in the Appendix.

Senior Leaders

Here's how your organization scored:

WOKE Mid Range

At this stage, Senior Leaders are deepening their own analysis and reflection, and acknowledging their own personal journey towards building and leading a more equitable and inclusive organization culture. They are accountable to race equity plans through specific individual, division/departmental, and enterprise goals and metrics. They also use disaggregated data on race-based disparities to inform internal and program decision-making.

Suggested Next Steps:

Here are some actions your Senior Leaders can take - either to begin or continue to deepen - to move through Woke to Work:

- Model a responsibility to speak about race, white dominant culture, and structural racism both inside and outside the organization.
- Regularly examine and review personal and organizational oppression, and deepen skills to analyze their contribution to structural racism.
- Name and examine organizational power differentials, including how these contribute to white dominant culture and/or racially disparate experiences within the organization, and identify alternative leadership models, such as shared leadership, that promote a more equitable, inclusive culture for all leadership and staff.
- Continue to take responsibility for long-term change management strategies to build a Race Equity Culture™, including reviewing, deepening, and expanding current strategies. This can include: leading and/or supporting implementation and evaluation of a race equity action plan for the organization; identifying and hiring consultant(s) to support deepening and/or expanding race equity work; holding staff and leadership accountable to race equity work plans and performance measures.
- Develop and consistently use a vetting process to identify vendors and partners that share the organization's commitment to and practices of race equity.
- Ensure salary disparities do not exist across race, gender, and other identities; conduct regular mandated all-staff compensation audits to identify any disparities and then make parity adjustments as needed.
- Illustrate, through longitudinal outcomes data, how the organization's efforts are impacting race disparities in the communities it serves as well as inside of the organization.
- Implement a consistent practice of tracking retention and promotion by race, gender, and other demographics, across the organization and by staff level.

Managers

Here's how your organization scored:

WOKE High Range

At this stage, Managers continue to actively implement race equity strategies in their work and support staff to do so. They hold themselves and team members accountable for identifying and tracking racial disparities in their programs and within the organization as it relates to their respective scopes of work. Additionally, they track retention and promotion on their team by race and ethnicity. Managers model what introspection and accountability for building a Race Equity Culture™ look like in daily management practice.

Suggested Next Steps:

Here are some actions your Managers can take - either to begin or continue to deepen - to move through Woke to Work:

- Consistently communicate and demonstrate that racially diverse teams are assets to the organization, enabling people of color to bring their full selves to work and use their lived experiences to fulfill their job responsibilities.
- Model a responsibility to speak about race, white dominant culture, and structural racism both inside and outside the organization.
- Regularly examine and review personal and organizational oppression, and deepen skills to analyze their contribution to structural racism.
- Ensure that people of color are advancing in the organization by supporting their professional growth, providing leadership opportunities, and recommending and approving promotions for staff of color. This requires establishing and implementing a promotion process that anticipates and mitigates biases about people of color serving in leadership positions.
- Develop and implement a consistent practice to hire and promote staff members who demonstrate proficiency in how to address racism and race equity with coworkers and in their programs.
- Incorporate standard race equity performance measures on all staff members' work plans and annual reviews.
- Continue to identify and support policy and practice changes that center race equity and mitigate racial disparities both inside and outside of the organization.



Board of Directors

Here's how your organization scored:

WOKE Mid Range

At this stage, the Board of Directors evaluates Board membership requirements that ignore systemic racial inequities and reinforce white dominant culture, such as minimum donations requirements and conventionally prestigious backgrounds. Board members acknowledge and manage power dynamics and biases within the board, including explicitly naming how white and BIPOC board members individually and collectively operate within white dominant culture, and their respective responsibilities to dismantling it within the Board, broader organization, and society.

Suggested Next Steps:

Here are some actions your Board of Directors can take - either to begin or continue to deepen - to move through Woke to Work:

- Develop and consistently implement new processes, procedures, and culture to eliminate bias and disparate treatment among the board.
- Regularly examine and review personal and organizational oppression and deepen skills to analyze their contribution to structural racism.
- Commit fully to building a Race Equity Culture™ among the Board and within the organization.
- Hold organizational leaders, including Board members, accountable for developing and implementing race equity policies and practices.
- Adapt the Board's mission and purpose to include engaging and empowering communities to work with the organization to achieve shared community advancement and benefit.
- Set clear and explicit race equity performance measures for the Executive Director/CEO, and hold them accountable for these measures.
- Ensure that financial resources are allocated to support the organization's race equity work long-term.





Learning Environment

Here's how your organization scored:

WOKE
Mid Range

At this stage, the Learning Environment focuses on training staff and leadership on white dominant culture, internalized racism (superiority and inferiority), intersectionality, and affinity spaces. The organization continues to support building and deepening leadership's race equity practices, and continues tracking data on effectiveness of learning experiences.

Suggested Next Steps:

Here are some actions your organization can take - either to begin or continue to deepen - to move your Learning Environment through Woke to Work:

- Develop standard processes and practices to critically reflect on the organization's progress towards building a Race Equity Culture™, including reflection on individual and collective work among leaders, managers, and staff members to intentionally work to sustain race equity within the organization.
- Formulate and implement staff development and learning plans for race equity knowledge and practice; track employee learnings and any resistance to growth.
- Continue to provide learning opportunities to increase staff knowledge about race equity, with a focus on skill development and implementation re: facilitating difficult conversations related to race and racism, applying a race equity lens to decision making, creating and measuring race equity indicators, and formulating strategies to address impacts of structural racism (including internalized racism) inside and outside the organization.
- Collect and use qualitative and quantitative data from staff to change culture and processes and demonstrate a willingness to make large-scale changes based on needs surfaced by staff.
- Allow for multiple entry points and ways of engaging with race equity work by tailoring the use of internal and external race equity/DEI data to individual employee motivations.



Data

Here's how your organization scored:

WOKE Low Range

At this stage, in regards to Data, there is an emerging practice and systems for race-conscious ways to measure initiatives, programs, and internal processes. The organization expands data collection and analysis of DEI work beyond racial diversity in hiring and retention so race-based disparities in outcomes can be identified cross-functionally.

Suggested Next Steps:

Here are some actions your organization can take - either to begin or continue to deepen - to move your Data through Woke to Work:

- Proactively use both qualitative and quantitative data to inform, adjust, and create race equity strategies and initiatives.
- Regularly use both qualitative and quantitative data and measurement in storytelling about the organization's race equity journey, both internally and externally.
- Build and implement a continual practice to assess alignment between strategy metrics and equity values and goals.
- Consistently measure cultural responsiveness of organization's policies and programs for employees, stakeholders, and communities. Use these data to inform necessary changes to increase cultural responsiveness, staff and stakeholder (including Board) engagement and relevance of work.
- Develop and implement a robust data measurement system for the organization's comprehensive race equity action plan, so that the organization is continually measuring internal and external impacts of race equity strategies and initiatives, and holding itself accountable to progress cross-functionally.
- Use evaluation tools for race equity, including equity assessments, to examine equity work internally and in external partnerships/initiatives.
- Develop and apply race equity lens to research, evaluation, and data collection practices in the organization to name and acknowledge biases in traditional approaches and practices, and proactively identify and implement equitable and inclusive practices in this area of work.

Community

Here's how your organization scored:

WOKE High Range

At this stage, in regards to Community Engagement, the organization continues to deepen and strengthen relationships with community members. This includes gathering feedback on programs and services using policies and processes that establish ceding institutional power whenever possible as the standard. The organization has formal and consistent ways to compensate community members for their time and contributions, community members and entities are now represented within the institution's formal power structure, and the organization has community representation at the Board level. (If a community advisory board still exists at this stage, it should be in addition to representation on the Board of directors/trustees, and the advisory board structure should have shifted to provide some governance and financial authority over a scope of work that endows it with power at the institution and within the community.)

Suggested Next Steps:

Here are some actions your organization can take - either to begin or continue to deepen - to move your Community engagement through Woke to Work:

- Set and consistently hold clear expectations of staff to co-create solutions to problems in partnership with community members, and to cede power to the community whenever possible, as a key strategy to meet the organization's mission.
- Make meaningful community engagement through relationship-building, a cornerstone of the organization's values and practices, recognizing that only through continuous interaction and collaboration with, and in the community the organization serves, will race equity be possible at a systemic level.
- Focus efforts on building and maintaining mutual, trusting, and collaborative relationships with community members and leaders, so that the organization is seen and valued as an ally by the community.
- Regularly invest financial resources to support race equity in the communities the organization serves, and ensure community ownership and leadership to determine how resources are used and distributed. Cede power on financial decisions to the community whenever possible, creating new institutional policies to facilitate this as needed.
- Consistently use and apply a race equity lens to define criteria and processes for grant awards and partner selection that align with race equity values and counter dominant power structures and differentials present in the social sector.
- Go beyond specific program areas to dedicate organizational time, resources, and influence to address underlying systemic issues that impact the communities the organization serves.
- Ally with the community on race-related issues, even when the issues aren't directly related to the organization's mission.
- Measure impact of community-facing work by using baseline data to measure progress.
- Build the systems and structures necessary to formally cede institutional power to the community whenever possible as part of the organization's internal and external work.

Organizational Culture

Here's how your organization scored:

WOKE Mid Range

At this stage, the Organizational Culture includes a growing competence in holding space for race-related conversations, conflict resolution, and emotional processes across racial identities (with the burden for these conversations being intentionally shifted away from BIPOC staff). The organization is actively working to shift organizational norms and team dynamics so that the organizational culture fully supports BIPOC staff whose lived experiences meaningfully contribute to the organization's mission. There is an expectation that staff across all levels and areas of the organization participate in race equity work, and shift the burden of work from BIPOC to white staff.

Suggested Next Steps:

Here are some actions your organization can take - either to begin or continue to deepen - to move your Organizational Culture through Woke to Work:

- Communicate consistently and proactively about the organization's race equity values, priorities, and initiatives, both internally and externally.
- Create and nurture a positive environment where staff members feel they can raise race-related concerns about policies and programs without experiencing negative consequences or risking being labeled as a troublemaker.
- Set clear and consistent expectations, and engage everyone in organizational race equity work. Ensure that individuals understand their role in creating an equitable culture both based on their racial and other identities, and positionality in the organization.
- Thread accountability mechanisms across all efforts to support and sustain a racially equitable organization.
- Make employee engagement and satisfaction surveys a standard practice; use survey results to assess achievement of social inclusion and identify areas for further work and growth.
- Promote an environment where leaders and staff members talk freely about key organizational learnings around race equity and the organization's race equity journey, including explicit conversations about mistakes/missteps and how the organization will learn from them going forward.
- Make continual learning, dialogue, and iteration on race equity analysis and practice a central part of the organization's culture.
- Continue to consciously implement and deepen practices and processes that lessen, and eventually eliminate, cultural expectations and practices rooted in white dominant systems.



Conclusion & Resources





Conclusion

Building a Race Equity Culture™ requires intention and effort, and sometimes stirs doubt and discomfort. Holding a racially just vision of the future can sustain you through challenging times. What does a true Race Equity Culture™ look like, and what benefits will accrue to your staff, systems, stakeholders, and community served?

When your organization has fully committed itself to a Race Equity Culture™, the associated values become part of the organization’s DNA. It moves beyond special initiatives, task force groups, and check-the-box approaches into full integration of race equity in every aspect of its operations and programs.

We have bold goals for this work. If enough race equity champions are willing and ready to engage their organizations in the transformational work of building a Race Equity Culture™, we will reach the tipping point where this work shifts from an optional exercise or a short-term experiment without results, to a core, critical function of the social sector. By building a Race Equity Culture™ within organizations and across the social sector, we can begin to dismantle structural racism. Only then will we truly live up to our missions to serve the common good.

We appreciate your commitment and efforts to advance race equity in your organizations. We hope the Race Equity Pulse Check™, this score report, and the resources offered below and in the following pages help you continue to chart a path for race equity in your organization and the communities you serve.





Resources by Lever

- A. Senior Leaders:
 - a. [Is Your Company Actually Fighting Racism, Or Just Talking About It?](#), Kira Hudson Banks and Richard Harvey via Harvard Business Review
 - b. [White Supremacy And The Problem With Centering Donors' Interests And Emotions](#), Vu Le via NonprofitAF
 - c. [Building An Anti-racist Workplace](#), Time's up Foundation
 - d. [The Role of Senior Leaders in Building a Race Equity Culture™](#), Kerrien Suarez via Bridgespan
- B. Managers:
 - a. [Why So Many Organizations Stay White](#), Victor Ray via Harvard Business Review
 - b. [The Curb-cut Effect, And Why Race, Equity, Access, Diversity, And Inclusion \(Readi\) Are Even More Critical Now](#), Vu Le via NonprofitAF
 - c. [How Company Leaders Can Promote Racial Justice In The Workplace](#)
- C. Board of Directors:
 - a. [Is Your Board Ready To Advance Equity?](#), Rick Moyers via National Committee for Responsive Philanthropy
 - b. [Why We Need To Drop The Idea Of 100% Board Giving](#), Vu Le via NonprofitAF
 - c. [Racial Equity Resources For Boards](#), Cause Strategy Partners
 - d. [The real reasons many organizations are still unable to diversify their board, staff, fundraising committees, etc.](#), Vu Le via NonprofitAF
- D. Learning Environment:
 - a. [Your Unconscious Bias Trainings Keep Failing Because You're Not Addressing Systemic Bias](#), Janice Gassam Asare via Forbes
 - b. [If You Want A Truly Equitable Workplace, You Must Get Over Fear Of Conflict](#), Mimi Fox Melton and Karla Monterroso via Fast Company
 - c. [Seeing, Reckoning & Acting: A Practice Toward Deep Equity](#), Sherly Petty via Change Elemental
- E. Data:
 - a. [Racial Equity Cannot Be Measured Without Disaggregating Data - Advancing Racial Equity](#), Joanna Shoffner Scott with Paula Dressel via Race Matters Institute
 - b. [Equitable Performance Metrics Any Organization Can Measure Now](#), Jasmine N. Hall Ratliff via Equity in the Center
 - c. [Centering Racial Equity Throughout Data Integration](#), Actionable Intelligence for Social Policy
 - d. [Equitable Evaluation Framework™](#), Equitable Evaluation Initiative
- F. Community:
 - a. [Community Engagement Planning Guide](#), Developed by Lidiya Girma, Neighborhood Relations Specialist for BrooklynPark
 - b. [Facilitation Guide For Community Engagement: How To Foster Effective Conversations About Our Work And Our Communities](#), National Gender And Equity Campaign In Minnesota & Asian Americans/Pacific Islanders in Philanthropy
 - c. [Act, Strategies, Community Engagement](#), Racial Equity Tools
- G. Organizational Culture:
 - a. [Resources For Addressing Racism In Ourselves, Our Neighborhoods And Our Businesses](#), Pamela Slim
 - b. [How To Be An Active Bystander When You See Casual Racism](#), Ruth Terry via New York Times
 - c. [Continuum On Becoming An Anti-racist Multicultural Institution](#), Crossroads Ministry
 - d. [Transforming Organizational Culture Assessment Tool](#), Maggie Potapchuk



About Equity In The Center®

[Equity In The Center](#) works to shift mindsets, practices, and systems within the social sector to increase race equity. We envision a future where nonprofit and philanthropic organizations advance race equity internally while centering it in their work externally.

Equity In The Center's goals are:

- Nonprofit and philanthropic organizations adopt a Race Equity Culture™ focused on proactive counteraction of social inequities
- Organizations define, implement, and advance race equity internally while advocating for it in their work externally
- Race equity is centered as a core goal of social impact across the sector