OUR JOURNEY TO RACIAL EQUITY

A STRATEGIC ACTION & PLANNING GUIDE FOR BOYS & GIRLS CLUBS
ONE MOVEMENT: YOUTH FIRST, CLUB FOCUSED, HUMAN CENTERED

For 160 years, Boys & Girls Clubs continue to pursue one mission: enabling all young people, especially those who need us most, to reach their full potential as productive, caring and responsible citizens. Our mission and core beliefs fuel our commitment to promoting safe, positive and inclusive environments for all – mindful of race, ethnicity, age, gender, gender expression, sexual orientation, ability, socio-economic status, religion, and the incalculable dimensions of diversity that make us unique as individuals and members of multiple communities.

Today, systemic gaps present an opportunity for us to collectively create equity and equality for everyone, particularly for those who identify as Black, Indigenous, and other people of color. Together, on Our Journey to Racial Equity, this Movement is doubling down on advancing Diversity, Equity, and Inclusion to create a Club culture of belonging to achieve our mission. We envision Boys & Girls Clubs as an ecosystem designed to support equity explicitly, where staff and youth are free from explicit and implicit bias, prejudice, and discrimination. This vision requires a commitment to diversity, equity and inclusion at every level, from the national organization to local Clubs across the United States and those on military bases around the world.

This systems-based approach was designed for and with Clubs to leverage core assets of what it means to be a Boys & Girls Club. From listening sessions and convenings to surveys, focus groups, and targeted feedback workshops, Our Journey to Racial Equity leverages five key change levers identified by leaders and professionals across this Movement: Planning & Results; Board Leadership; Resource Development; Staff Development; and Youth, Family & Community Services.

Our Journey to Racial Equity is not linear; this vision requires each of the identified five key change levers working in concert, and only through your leadership. This practitioner’s strategy will be a guide and tool as you begin or advance your journey. We will continue to develop and curate resources at the national office to add to this blueprint for action in the coming months, fueling and sustaining continuous quality improvement across our national network.

Thank you for your leadership and partnership on this journey. Together as youth allies and advocates, the Boys & Girls Clubs Movement will rally for a more diverse, inclusive and equitable future, together.

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## HOW TO USE THIS GUIDE

Wherever you are on your journey to racial equity; whether you’re entering the onramp, driving in the slow lane, or in an airplane flying at remarkable speeds; this guide has resources that will help you assess, activate, advance or accelerate your DEI and racial equity plans.

As always, your national office is here to learn, guide, support, coach and strategize with you. New resources, tools and learning opportunities will be released this year and throughout 2022.

### Suggestions: Getting Started

Not sure where to start? Here are a few key steps to consider as you start or continue your organization's racial equity journey.

- **Start or Deepen Conversations with Key Stakeholders:** Host celebrations and listening dialogue sessions with youth, staff, board members and community members. Learn more about the creative ways youth have positively responded to racial equity and the challenges still impacting them, their families and communities.

- **Engage the Board:** Discuss the great, the good and critical opportunities for action, and what it means for your organization. Identify board leaders and other champions that will partner with staff to map the journey and monitor progress.

- **Complete an Organizational Assessment:** Engage a small team of board leaders and staff to complete a racial equity/organizational assessment. Partner with your Director of Organizational Development (DOD) or other credentialed and certified specialists to help you analyze the assessment results and identified priorities. *BGCA is in the final stages of developing a customized assessment for local Clubs – available Fall 2021.*

- **Develop a Vision and Plan for Racial Equity:** Use insights from the listening sessions and assessment results to help identify key areas of focus for your organization. Develop a plan with clear goals, objectives, and measurable outcomes. Share the plan with your full board to create buy-in, ownership and accountability. Resource the plan appropriately. Remember, handing this over to one person may not be the best strategy. This is an “all humans, all hands, all heads, all hearts” strategy.

- **Build Capabilities to Implement the Plan:** Use the resources in this guide to help you along the way. Participate in ongoing learning opportunities from BGCA and locally; as well as identifying partners and other subject matter experts to continue learning.

- **Sustain Momentum & Share Learnings:** Engage in peer-to-peer learning sessions with other Club leaders and continue your journey. Establish a progress reporting cadence, celebrate success, and share learnings with other Clubs and BGCA. This is the way of the DEI Practitioner.
OUR APPROACH TO DEI, INCLUDING RACIAL EQUITY

Our Commitment to Inclusion

We believe every kid has what it takes. The mission and core beliefs of Boys & Girls Clubs fuel our commitment to promoting safe, positive and inclusive environments for all. Boys & Girls Clubs of America supports all youth and teens – of every race, ethnicity, gender, gender expression, sexual orientation, ability, socio-economic status, and religion – in reaching their full potential.

Focusing on Racial Equity to Advance Diversity, Equity and Inclusion (DEI)

Boys & Girls Clubs have always taken a stand for America’s youth. Now, more than ever, that means a decisive and intentional stand for racial equity in an inclusive culture of belonging. For years, we have said Clubs “stand in the gap” for youth, and now we are committed to being part of joint efforts to close that gap once and for all. The safety and success of youth depend on it.

Research demonstrates that due to the systematic nature of racism, organizations are better equipped to make transformative change by focusing explicitly on racial equity strategies under the umbrella of an overarching Diversity, Equity and Inclusion (DEI) strategy (ProInspire, 2018). A targeted focus on racial equity can also help organizations advance in other DEI areas, as mindsets, systems and practices become more inclusive. In service of our mission, our Movement is advancing racial equity for the youth, families and communities we serve through an organizational development framework.

Our Journey to Racial Equity: Strategic Action & Planning Guide is intended to serve as a support for local Club organizations in activating this framework.

What DEI Looks Like in Practice

- **Diversity:** We see and accept, without bias, all the human characteristics, experiences, and identities that make us unique as individuals and members of countless cultures and communities.
- **Equity:** The process of discovering, creating and providing what is required, requested and measured by each human to feel equal.
- **Inclusion:** A failsafe strategy that guarantees everyone is invited to contribute, be seen, be heard, feel valued and be counted in a way that is safe and makes sense for them.
- **Racial Equity:** The systematic fair treatment of people of all races that results in equitable opportunities and outcomes for everyone. All people are able to achieve their full potential in life, regardless of race, ethnicity or the community in which they live.

For full definitions and a comprehensive glossary to complement your learning journey, please reference Appendix E found on page at the end of this guide.
Theory of Change: Diversity, Equity & Inclusion

Our theory of change for DEI and racial equity focuses on five key areas of organizational capability: Planning & Results; Board Leadership; Resource Development; Staff Development; and Youth, Family & Community Services. Through an intentional focus on building these areas, Boys & Girls Clubs can advance positive outcomes for individuals, organizations, youth, and families and communities.

Strategic Priorities: Our Success Factors

- **Planning & Results**: A collaborative process resulting in a board-approved, fully resourced strategic plan based on results and priorities identified from an organizational assessment on racial equity.
- **Board Leadership**: A strong, culturally competent board that prioritizes diversity, equity, and inclusion as a mission imperative in their structure, resourcing, partnerships, and advocacy.
- **Resource Development**: The strategy, infrastructure, and tools to sustainably raise resources from donors and partners who share your vision for equity and building great futures for kids and teens.
- **Staff Development**: Staff at all levels have the knowledge, skills and abilities to manage diversity, equity, and inclusion. This is a mindful, transformative effort that will create a culture of belonging where youth feel safe, secure, and have a sense of wellbeing in their Club.
- **Youth, Family & Community Services**: Engaging youth, families and communities in inclusive, trauma-informed programming that develops racial identity, understanding, and youth voice.
PLANNING & RESULTS

Key Success Factors

- **Dedicated Leadership Team**: An inclusive, dedicated leadership team to develop, lead, manage and monitor implementation of the organization’s DEI plan, including racial equity. The team expects shared responsibility, ownership, and a commitment to change management.

- **Planning**: A documented, actionable, board-approved, time-bound racial equity plan is in place aligned and incorporated into the organization’s strategic plan which guides the organization’s priorities.

- **Vision**: A clear description of the organization’s desired future position as it relates to DEI; with an ongoing commitment that it is sustainable beyond leadership change.

- **Data Tracking**: A commitment to continuous quality improvement by collecting, analyzing and using data to make informed decisions about diversity, equity and inclusion and racial equity goals.

- **Data Monitoring & Sharing**: Evaluating progress on racial equity goals in programs, policies, practices and services on a continuous basis, incorporating learning into operations, and sharing findings with stakeholders at all levels. Ensure transparent communications as transparency builds trust for the organization, its leaders and helps stakeholders see their contributions in action.

Research demonstrates that an organizational plan for diversity, equity and inclusion is key to creating sustained, positive change within an organization. Regularly using data to plan and measure impact is an integral component in tracking progress towards goals, assessing the impact and making improvements as needed to achieve these goals. Using data to plan can help identify what quality looks like and establish benchmarks and measures against this.

Continuously collecting, analyzing and reporting relevant data enables organizations to have a holistic picture of racial equity practices, recognize gaps and opportunities, set priorities and track progress towards goals. This process of continuous quality improvement engages your team to foster a culture of learning, with the belief that you can always do better. Measurement data also helps organizations understand how their services impacts target audiences at all levels of the organization.

BGCA is currently working with Clubs to co-develop and test a racial equity assessment tool designed to help you assess key indicators that align to this *Our Journey to Racial Equity: Strategic Action & Planning Guide*. In addition, the national organization is in the process of identifying, vetting and recruiting a cadre of DEI experts to support the needs of local Club organizations in this space.

**Tools, Resources & Learning Opportunities**

- **Planning & Results Sample Meeting Agenda & Worksheet**: Designed to complement the *Our Journey to Racial Equity: Strategic Action & Planning Guide*, this resource will support you in initiating a planning process with Club leaders and staff.
• **Race Equity and Inclusion Action Guide:** This practical guide from the Annie E. Casey Foundation outlines how to use an equity and inclusion framework for understanding different dimensions of racism, how to identify and analyze the root causes of racial inequities and more to help advance racial equity and inclusion and embed it in your organization.

• **RacialEquityTools.org:** This virtual hub offers tools, research, tips, curricula, and ideas for people who want to increase their own understanding and to help those working for racial justice at every level – in systems, organizations, communities, and the culture at large.

• **Job Classification and Compensation Management Program (JCCMP):** Developed by BGCA and JER HR Group, a leading national compensation consultant, the JCCMP is an invaluable collection of resources, designed to assist you in developing an overall compensation philosophy and maintaining a competitive compensation strategy. This tool can support you in ensuring resourcing and staff compensation are equitable as part of your overall plan.

• **Change Management & Activating Change:** Available on Spillett Leadership University, this practical training is intended to help leaders and managers understand best practices in change management.

**Measures of Success: Actions on Planning & Results**

**Dedicated Leadership Team**

- Create a dedicated team made up of employees from all departments and levels of the organization. Create clear direction by defining the group’s purpose and goals and outlining what the resourcing looks like, including human and financial resources.
- Create regular intervals for a team to update the organization, leadership and board on progress, insights and needs.
- Ensure that the team is represented in key decision-making and planning processes that impact staff and youth.
- Engage external experts as needed for consultation about the development and implementation of the organization’s racial equity strategy.
- Research and adopt an organizational change management process which will prepare, support, and help individuals, teams, and your organizations in making this change.

**Planning**

- Conduct a racial equity organizational assessment that identifies key strengths and areas for growth. As you review results, build in time for thoughtful personal reflection.
- Engage staff across all levels, stakeholders and communities to help craft a racial equity plan for the organization. Use data on strengths and gaps to inform your plan.
- Ensure that your organization’s racial equity plan is adequately resourced (human and financial resources).
- Adopt a decision-making framework to ensure that all organization- and site-level decisions are made from a racial equity lens.

**Vision**

- Communicate the organization’s diversity, equity and inclusion plan (including racial equity) thoroughly to all employees. Be transparent. Align performance goals to the overall direction.
- Integrate diversity, equity and inclusion into your organizational mission and vision statements. Actively use these statements to guide your Club’s operations.
- Link the organization’s values explicitly to the racial equity plan to define the behaviors and mindsets that will advance the vision.
- Communicate the organization leadership’s support and guidance for emerging topics and social issues that that are timely and relevant to the racial equity work.

Data Tracking

- Initiate a review with your team to better understand what data may already exist about diversity, equity and inclusion in your Club and community.
- Use data to regularly track, manage, and report on racial equity progress in critical content areas including, but not limited to:
  - Staff compensation data, retention and promotion rates
  - Applicant, staff, volunteer and board demographics
  - Participation, effectiveness and incorporation of professional development opportunities
  - Funder and partner engagement
  - Program Offerings and Content
  - Youth outcomes
- Use data to measure the impact of your racial equity goals on meeting the needs and expectations of youth, families and the community.

Data Monitoring & Sharing

- Create a cadence to regularly share results as appropriate, including recent assessments, evaluations and data sets related to the documented priorities in your racial equity strategic plan. The best practice is, at minimum, quarterly to the full board and at each meeting for board committees dedicated to Human Resources, DEI or Racial Equity.
- Routinely collect, disaggregate and analyze demographic data for Club operations and programming. Use this data in your planning and decision-making. Use data to make improvements towards your racial equity goals as needed based on the results of the data.
- Identify how racial equity data has been used to change service delivery to meet the racial equity needs and expectations of their youth and families. Communicate these changes to key stakeholders to affirm your commitment to continuous quality improvement.
- Ensure that staff are aware of recent findings from data collection efforts and can articulate how the information is being used in their work to support racial equity goals.
BOARD LEADERSHIP

Key Success Factors

- **Cultural Competence**: All board members are equipped with the awareness, attitudes, knowledge and skills to advance DEI for staff, youth and families as a mission imperative.
- **Governance**: Structure and decision-making policies and practices and resource allocations reflect a commitment to DEI with regards to staff, youth and families.
- **Partnerships & Advocacy**: Expanding the organization’s access to resources and partnerships that advance its DEI strategy, including strong, mutually beneficial, accountable and equitable partnerships with diverse organizations and leaders.

Board leadership is essential for an organization to establish and execute a strong plan on DEI, providing thought partnership, accountability, and access to external resources and supports. Whether in the hiring of the executive, the determination of strategy, the allocation of resources, or the goal of serving the community with authenticity, the board’s leadership matters.

Support on board development and board engagement was the top request from Club organizations in their racial equity work specifically, including ensuring that board composition represents a diverse range of identities, backgrounds, and life experiences. This includes building the four elements of cultural competence at the board level:

- **Awareness**: Being self-aware of one’s own worldview which includes understanding how personal background, culture and experience shape personal biases and assumptions towards other racial groups and cultures.
- **Attitude**: Examining how personal biases, beliefs and values influence interactions with other races and cultures and taking action to address them.
- **Knowledge**: Being knowledgeable about different races, cultures and worldviews and understanding how race-based privilege and power has contributed to racial inequalities, are currently reinforced and can be removed.
- **Skills**: Critically examining social issues and messages for racial biases and inequities and developing strategies to understand, interact and communicate across different races and cultures.

Through partnerships with local school districts, law enforcement, health agencies, and other government leaders, boards can help their organizations to tackle the biggest issues facing youth. Through our national advocacy platform, the Agenda for America’s Youth, BGCA will also advance our commitment to DEI by building awareness and support for policies that reduce and eliminate systemic inequities. This includes embedding racial equity into our advocacy work and, in partnership with all levels of government, ensuring that Clubs have the resources needed to serve kids, families and communities.
Tools, Resources & Learning Opportunities

- **Taking Action on Board Diversity: Five Questions to Get You Started:** Developed by BoardSource, this quick resource outlines recent research on nonprofit board diversity and provides five questions to shape your approach to increasing board diversity.

- **Webinar: Governance Practices that Promote Diversity, Equity & Inclusion:** Designed specifically for local Club organization boards, this webinar recording builds on the powerful connection between board governance and DEI, including racial equity.

- **Fundamental Topics of Nonprofit Board Service: Board Composition & Recruitment:** This resource hub is BoardSource’s one-stop-shop for everything you need to identify and build a strong board for your local Club organization.

- **The Four Principles of Purpose-Driven Board Leadership:** Published in the Stanford Social Innovation Review, this article outlines what purpose-driven board leadership looks like and how it connects to equity work.

Measures of Success: Actions on Board Leadership

**Cultural Competence**

- Create or update the board onboarding and training plan that builds board capacity in four components of cultural competency:
  - **Awareness:** Being self-aware of one’s own worldview which includes understanding how personal background, culture and experience shape personal biases and assumptions towards other racial groups and cultures.
  - **Attitude:** Examining how personal biases, beliefs and values influence interactions with other races and cultures and taking action to address them.
  - **Knowledge:** Being knowledgeable about different races, cultures and worldviews and understanding how race-based privilege and power has contributed to racial inequalities, are currently reinforced and can be removed.
  - **Skills:** Critically examining social issues and messages for racial biases and inequities and developing strategies to understand, interact and communicate across different races and cultures.

- Engage external facilitators to lead the board in trainings and/or conversations about race and racism to build cultural competency skills and bolster the board’s role in advancing racial equity.

**Governance**

- Develop a plan to achieve and sustain board diversity.
- Adopt a formal, annual commitment to racial equity with regular learning opportunities.
- Establish a racial equity or diversity, equity and inclusion board committee to partner with your racial equity team and advance the organization’s strategy.
- Adopt a decision-making framework to ensure all decisions are made from a racial equity lens.

**Partnerships & Advocacy**

- Create opportunities for board members to engage in advocacy on behalf of the organization.
- Create a plan to establish government, community and business partnerships that advance the organization’s racial equity plan.
Key Success Factors

- **Strategy**: A resource development plan that supports implementation of the organization’s racial equity strategy and engages a diverse base of donors and partners.
- **Fundraising Practices**: Fundraising practices support the organization’s racial equity strategy.
- **Messaging**: Internal and external communications make appropriate use of a strength-based approach, including in marketing and fundraising.

Resource development is critical to growing and sustaining an organization’s work on diversity, equity and inclusion. Growing and sustaining this work requires resources—both human and financial. Boys & Girls Clubs are part of a larger ecosystem, and in service to youth, we must build and nurture partnerships that best support our mission and our vision for racial equity.

Our partners join us on our equity journey, as evidenced in what they believe, support, do, as well as how they choose to operate and conduct business. Together with our donors, partners and supporters, Boys & Girls Clubs can work to advance racial equity both within and beyond Club walls.

Tools, Resources & Learning Opportunities

- **Guide to Effective Strength-Based Messaging**: Strength-based messaging supports positive youth development by allowing our words, stories and imagery convey the strengths, contributions and potential of young people. This guide was designed to help the Boys & Girls Clubs Movement strengthen our storytelling, elevate the power youth have within themselves to change the world, and create compelling cases for support that inspire others to join our mission and amplify our impact.

- **Key Principles of Community-Centric Funding**: Developed by fundraisers of color, these 10 principles aim to transform fundraising and philanthropy to be co-grounded in racial and economic justice. Each principle is aligned to key behaviors and competencies that detail how it looks in practice within your organization. This site also includes a hub of resources, including a collection of articles/reports, blogs, books, videos and other recommended sites to continue your learning and application.

- **The Issue of Equity & Ethics: Dismantling Privilege & Power Dynamics in Fundraising**: This article, featured by the Association of Fundraising Professionals (AFP), unpacks the intersection of philanthropy and racial equity, including challenges with donor perceptions, setting clear guidelines and expectations, and suggestions designed to help you reflect on your own practices and behaviors, both with colleagues and with donors.

- **Creating a Culture of Equity: Recorded Conference Session**: This diversity workshop for fundraisers debuted at the AFP Icon Summer Sessions in summer 2020 and features a panel of philanthropic leaders engaged in a courageous conversation about creating a more equitable organizational culture.
• **Template Fundraising Tools: DEI & Racial Equity:** Developed by BGCA, these helpful templates, boilerplate language can be customized into tailored communications for your donors and partners, including a funding proposal, menu of gift opportunities, and more.

• **Mays Family Institute for Diverse Philanthropy:** Part of the renowned Lilly Family School of Philanthropy, the Mays Family Institute on Diverse Philanthropy fosters a greater understanding of the ways in which underrepresented people are both inspired and informed donors by providing knowledge, education, and training. Their expert voices, events and resources can help you engage diverse donors and to engage community members in the development and execution of fundraising strategy.

### Measures of Success: Actions on Resource Development

#### Strategy

- Have a dedicated funding plan that advances your organization’s racial equity strategy at all levels of your organization to ensure that it is adequately resourced.
- Integrate your racial equity funding plan within the organization’s overall resource development strategy to ensure that racial equity is prioritized.
- Develop a sustainability plan that supports your racial equity strategy.

#### Fundraising Practices

- Create policies to ensure that resources are received from donors, funders and partners who are aligned with your racial equity policies.
- Review and update your gift acceptance policy to include how a donor or partner’s alignment on diversity, equity, inclusion will be considered.
- Create a divestment strategy for funders and partners whose activities do not align with your organization’s racial equity policies.
- Develop and implement resource allocation policies and procedures are in place. This may include equitable contracting practices with minority-owned businesses, distribution of investments and grant programs that advance its racial equity strategy.

#### Messaging

- Adopt a strength-based approach to donor communications and train your team on pivoting away from stereotype-based or need-based messaging.
- Update key donor-facing materials, such as proposals, stewardship materials, and more to incorporate increasingly strength-based messaging.
- Develop new donor-facing materials, such as proposals, stewardship materials, and more that explain your organization’s approach to racial equity, including where support is needed most.
- Infuse youth voice and highlight individual youth experiences in donor-facing materials.
- Build a menu of gift opportunities to provide donors with a range of levels to support your racial equity work.
- Share key fundraising materials such as appeal letters and social media campaigns with community members who identify as Black, Indigenous or people of color to gain insight and perspective that might otherwise be absent.
STAFF DEVELOPMENT

Key Success Factors

- **Professional Development**: Professional development plans that ensure all staff and volunteers receive ongoing and scaffolded training and coaching around systemic racism and cultural competence. Staff build and model DEI knowledge, skills and abilities to advance our mission.

- **Leadership Pipelining**: A talent development strategy to ensure that all employees, particularly employees of color, have a pathway to leadership positions.

Today’s leaders need strong intellectual, emotional and cultural intelligence. Research demonstrates that ongoing staff development is a valuable tool for building a workplace culture of DEI and engaging, motivating and retaining staff from all backgrounds (McKinsey, 2020). A scaffolded, competency-based approach embeds an understanding of DEI with Club leaders and staff at all levels in to advance our mission. This requires that foundational competencies are learned and internalized prior to exploring how each relates to individual roles.

With regard to racial equity, trauma-informed approaches can help Clubs respond to historical trauma, racial trauma, and the impacts of systemic racism. The aim in implementing these approaches is to limit exposure to triggers or risks, and to promote protective factors and supports that foster resilience and help young people deal more effectively with stressful events. Like other forms of trauma, racial trauma and historical trauma can impact young people of color disproportionally. Racial trauma is the stressful impact or emotional pain of experiencing racial discrimination and prejudice, while historical trauma is a type of trauma that has been passed down through generations.

BGCA is crafting an initial learning journey for Movement board members, leaders and staff at all levels that will be released throughout 2021 and 2022. This includes a foundational training on racial equity terms, strategies and practices. In addition, new Movement employee resource groups, regional and national events, and a cadre of external experts available to your organization are coming soon.

Tools, Resources & Learning Opportunities

- **Talking About Race Discussion Resource**: Developed by the National Museum of African American History & Culture, this hub provides resources and tools to help power staff development on racial equity, including white privilege and racial identity development.

- **Cultural Responsiveness & Inclusion Training**: This Youth Development training on SLU offers coaching and techniques to create inclusive, culturally responsive environments for youth.

- **Employee Resource Groups: 7 Key Insights from the 4C ERG Assessment Database**: Published in Diversity Best Practices’ Leadership Handbook, this article outlines key insights into strategic, effective use of employee resource groups (ERGs).

- **Employee Resource Groups the Drive Business**: These case studies from corporate America lift up best practices in ERG programs that work.
• **Racial Equity Tools:** Free tools, research, tips, curricula, and ideas for people who want to increase their own understanding and to help those working for racial justice at every level – in systems, organizations, communities, and the culture at large.

• **Critical Practices for Anti-bias Education:** This professional development tool is divided into four main categories: Instruction, Classroom Culture, Family and Community Engagement and Teacher Leadership. Each section includes five approaches that are crucial to anti-bias/social justice education. These one-hour sessions can be independent or in small groups.

• **Racial Equity Alliance Resource Guides:** Tools for racial equity organizational learning, including a Racial Equity Toolkit from the Alliance that captures an overall approach to integrating racial equity into your organization.

• **Race Forward: Building Racial Equity Series:** Race Forward’s Building Racial Equity series is a collection of interactive trainings for those who wish to sharpen their skills and strategies to address structural racism and advance racial equity. Unlike “diversity trainings” which primarily focus on interpersonal relations and understanding, the Building Racial Equity trainings emphasize how to challenge and change institutional racial inequities.

• **Courageous Conversations Virtual Academy:** A suite of training options to grow the knowledge, skill, will and capacity to transform organizational culture, climate and structures. CCA is developed to address Equity, Diversity and Inclusion through the lens of racial equity, and broaden the path of entry for leadership and staff at all levels of experience.

• **World Trust Racial Equity Learning Modules:** Curricula, slides, presentations, and handouts that Clubs can purchase to guide their racial equity journey. These modules deconstruct deeply held cultural beliefs by addressing the pre-conscious brain.

### Measures of Success: Actions on Staff Development

#### Professional Development

- Build racial equity training into key business processes, including allocations to the operating budget, onboarding and performance management.
- Plan and host a racial equity training for staff at least once a year to build shared awareness and competencies, including: 1) Awareness and understanding of systemic racism and its effects; 2) Ability to engage in conversations about race and racism; 3) Cultural competency as it relates to their role and function (leadership, management, youth development, fundraising, etc.); 4) Ability to support and advance efforts to build an org culture of racial equity.
- Take a holistic approach to racial equity professional development and incorporate the following methods for all staffing levels: 1) Trainings; 2) Applied learning opportunities; 3) Reflection and debriefing; 4) Coaching and mentoring; 5) Individualized staff development plans.
- Share the actions leadership is making to their own professional development, including topics and specific competencies, to increase transparency, accountability, and support.

#### Leadership Pipeline

- Create and implement a mentoring and/or coaching plan that matches employees upon request with board members, leadership team members and/or external coaches.
- Update organizational policies to support continuing education, including but not limited to tuition reimbursement, partnerships with local colleges, BGCA resources and conferences.
- Promote mentoring and coaching opportunities and the availability of resources for continuing education to ensure staff are aware of these benefits and supports.
YOUTH, FAMILY & COMMUNITY SERVICES

Key Success Factors

- **Youth Program Offerings and Content**: Establish policies and procedures to make sure that all youth receive racial equity programming.

- **Family & Community Engagement**: Regularly engages families and community members in program planning, implementation and evaluation activities.

Boys & Girls Clubs have always worked to create environments that give youth a sense of belonging. Our youth program strategy builds on this element of positive youth development to advance diversity, equity and inclusion. Ultimately, embedding a racial equity perspective in the Club means intentionally identifying and addressing systemic barriers that hinder youth from reaching their full potential. Beyond actively promoting social change so that rights are upheld and individuals are treated with respect, programs that embed a racial equity perspective also consider ways in which they can change programmatic and organizational policies and structures so that race is no longer a source of pervasive disparities among those the programs serve.

Targeted programs, activities and experiences, combined with trauma-informed practice, can help increase awareness and understanding of the impact of racism and create safe spaces for youth to process and share emotions. Programming can serve as a catalyst for youth who are directly impacted by racism as well as their supporting peer allies to use their voices to address systemic inequalities. Youth voices, agency and mobilization have been central to driving positive and meaningful change throughout history and a defining characteristic of Boys & Girls Clubs. Through both in-person and virtual programming on the MyFuture platform, Clubs support young people in developing their identity, building essential skills, and finding their authentic voices to lead change.

Racial equity programming promotes positive racial and ethnic identity, addresses issues related to systemic racism, provides opportunities for directly impacted by racism to share their experiences with other youth, creates opportunities for youth to be allies and supporters in addressing racism, provides emotional regulation opportunities ad coping skill for youth directly impacted by racism, provides opportunities for youth to hear about the experiences of other cultures and races, builds skills for youth to engage socially and civically around racism, provides opportunities for Black, Brown, Indigenous and other youth of color to celebrate their cultures.

Families and communities are also negatively impacted by racial inequities and a part of the ecosystem that supports youth. Engaging families and communities is essential in the development and implementation of youth program services that address racial and systemic inequities. This includes equal power in the program planning process, decision-making, and evaluation efforts.
Tools, Resources & Learning Opportunities

- **Creating Space to Talk About Race**: Developed by the National Education Association, these tips detail how to create a safe space to talk about race and biases with youth.

- **Passport to Manhood Growing Up Black Discussion Guide**: A video-based discussion guide to facilitate conversations with youth centered around experiences of Black male-identifying youth.

- **SMART Girls Growing Up Black Discussion Guide**: A video-based discussion guide to facilitate relevant conversations with youth centered around experiences of Black female-identifying youth.

- **Youth for Unity Program Guide**: The Youth for Unity program guide includes high-yield activities for youth, as well as discussion prompts for parents around diversity, prejudice and discrimination.

- **Teens Take the Lead: A Guide to Service Learning**: This practical guide details best practices to helping Clubs teens find an issue they are passionate about and creating change in their community.

- **Lyricism 101 Program Guide**: Designed to bolster youth advocacy, this targeted program curriculum is designed to help youth express themselves through hip-hop cypher culture.

- **SMART Girls in Action Resource Guide**: Designed as a complement to the SMART Girls program, this resource guide builds on learnings specific to empowering Club girls to organize and implement community projects.

- **Summer Brain Gain READ**: Selection of Summer Brain Gain READ modules featuring books with characters experiencing and overcoming discrimination or fighting racism.

- **Learning for Justice**: These robust, ready-to-use, youth facing activities offer breadth and depth, spanning essential social justice topics and reinforcing critical social emotional learning skills for all age groups.

- **Teaching for Change**: Social justice activities for all ages.

- **Embedding a Racial Equity Perspective in the Positive Youth Development Approach**: Presented by Child Trends, this guide details emerging research and best practices on the complementary practices of positive youth development and racial equity.

- **Grassroots Parent Organizing**: Created by Learning for Justice, these tips will help you leverage proven grassroots organizing principles to engage your community’s parents.

- **Critical Practices for Anti-bias Education: Family and Community Engagement**: This one-hour session guides you through developing strategies to tap into family and community wisdom; tap into local resources; increase connections; identify community issues that impact classroom culture; and identify methods of culturally sensitive/communication.

- **A Planning Guide for Community Engagement**: This guide serves as a resource to help staff think through the process of developing a community engagement plan by providing questions and key points for consideration.

- **BGCA Family Engagement Planning Guide**: Families and caregivers have an important role to play in a young person’s development. Engaging with them ensures youth have the supports and resources they need to thrive which ultimately leads to improved youth outcomes. This resource is designed to help Clubs build and strengthen their caregiver engagement efforts.
Measures of Success: Actions on Youth, Family & Community Services

Youth Program Offerings and Content

- Offer healing programs, activities and learning experiences for youth that have been directly impacted by racism and racial inequities.
- Offer programs, activities and learning experiences that build youth civic engagement and allyship skills to address racial inequities.
- Offer programs, activities and learning experiences that promote positive racial and ethnic identity development.
- Offer programs, activities and learning experiences that celebrate the culture of Black, Brown, Indigenous and other Youth of Color.
- Embed racial equity practices into programs, activities and learning experiences. This includes but is not limited to:
  - Acknowledging the impact of racial inequities on the development of youth and making adaptations to content to ensure that all youth are able to achieve programming goals.
  - Incorporating opportunities for white youth to learn from youth who have been directly impacted by racism.
  - Incorporating the cultural norms of all youth so that diverse practices are represented and used throughout programming.
- Systematically review internal and external programmatic content for stereotypes, discrimination and biases and making the appropriate changes.

Family & Community Engagement

- Gather information from family and community members to inform your planning, implementation, and evaluation processes. Consider hosting a community convening or conducting a survey.
- Create a system that enables your organization to regularly consult with families and community members about the content of programs, activities and learning experiences to ensure that these activities support your racial equity goals.
- Establish regular feedback loops in place with families and community members to share progress in achieving its racial equity goals.
- Plan communications, forums, activities, and/or programs in response to concerns or incidents that may arise in your Club or community.
- Encourage staff participate in community events to represent the organization and build relationships with community members.
**APPENDIX A: CLUB FEEDBACK ON RACIAL EQUITY PRIORITIES**

**Common Themes, Top Supports Requested by Clubs**

- Sample DEI Framework / Roadmap
- Board Support/Development (i.e. Education & training; diversity goals & recruitment, Board leadership)
- (General) DEI related education, training, & resources (org wide)
- Resources/Support for group dialogue (i.e. starting & sustaining "courageous conversations")
- Leadership Support (Coaching, development, etc. for individual CEOS & Board Chairs)

**Club Organization Future Actions, Spring 2021 Planning Survey**

[Diagram showing various categories and their percentages]
APPENDIX B: SAMPLE OUTCOMES

Using A Continuous Quality Improvement (CQI) Process to Measure Impact

Our Journey to Racial Equity is not linear; becoming a more equitable organization requires an ongoing commitment. Data-based racial equity initiatives grounded in cyclical CQI frameworks are frequently used in a variety of settings, such as healthcare and education, to address the specific needs of organizations and communities. Using these best practices, Clubs can identify areas of strength and areas for improvement, prioritize findings based on where they are in their journey and the immediate needs of their community, and create tailored improvement plans with specific, measurable objectives.

Components of a Continuous Quality Improvement Process

1. **Assess**: Understand the racial equity needs and priorities of your organization to make data-driven and informed decisions.
2. **Plan**: Understand the fundamental, practical how-to of developing and implementing a racial equity strategy.
3. **Improve**: Understand what works, doesn’t work and what you might need to change in advancing racial equity.

Using a CQI framework means all organizations can identify themselves on this journey and proceed in a way that makes sense for their Club and community. Additionally, we can be leaders in advocating for Black, Indigenous, and other people of color by moving away from asking if disparities exist towards asking why they exist and focusing on what we can do to eliminate them from an organizational perspective.

Clubs can start or strengthen racial equity efforts by implementing the assess, plan, and improve process already used broadly throughout the field. Your national office will continue to develop and curate resources to support all phases of the CQI process as related to racial equity.

**BGCA Resources by Each CQI Phase**

**Assess**
- Racial Equity Organizational Assessment (released Fall 2021): Helps organization assess their racial equity progress in six areas: Racial equity strategy, Board Leadership, Staff Development, Resource Development, Youth and Family Services, Continuous Quality Improvement

**Plan**
- Team Based Planning Learning Coach Module on SLU (currently available): This module allows Club staff to: Conduct a team-based planning session, collectively make meaning of data, determine areas of strength and growth, prioritize immediate needs of the Club and develop a series of SMART goals to improve data analysis.

**Improve**
- Introduction to Racial Equity Virtual Instructor Led Training (Fall 2021): The purpose of this session is to introduce participants to key racial equity terms, the 4 I’s of oppression – ideological, institutional, interpersonal, and internalized, explore different power dynamics related to race, and differentiate between equality and equity.
**Measuring Local Outcomes**

Establishing and measuring racial equity outcomes is an integral component of determining the impact of an organization’s racial equity strategy. In creating a strategy, each organization should determine their racial equity outcomes for individuals, the organization, youth, families and communities. It is also important to identify the practices and strategies that align with these outcomes. These outcomes should reflect the racial equity priorities that each organization selects. Below are samples of outcomes that can be achieved through advancing racial equity. Using the CQI framework can help organizations continue to assess, plan and improve upon the impact of their strategy.

**Sample Racial Equity Outcomes**

<table>
<thead>
<tr>
<th>Individual Outcomes</th>
<th>Staff can share how racial equity is included as a core objective of their work.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Staff can recognize and speak about race disparities and/or bias to internal and external audiences.</td>
</tr>
<tr>
<td></td>
<td>Staff can identify their own racial or cultural “blind spots” and work to address them.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Organizational Outcomes</th>
<th>The organization fosters an environment where staff feel that they can safely raise race-related concerns about their policies or programs without experiencing negative consequences.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Accountability methods are in place across all levels of the organization to support and sustain a racially equitable organization.</td>
</tr>
<tr>
<td></td>
<td>The organization has dedicated allocated resources to advance racial equity.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Youth Outcomes</th>
<th>Youth report positive racial and ethnic identity development.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Youth feel confident discussing racial inequity issues among youth of different racial and cultural backgrounds.</td>
</tr>
<tr>
<td></td>
<td>Youth feel equipped to take on collective action in pursuit of racial justice.</td>
</tr>
<tr>
<td></td>
<td>Youth exhibit inclusive practices and there is no evidence of bias</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Family &amp; Community Outcomes</th>
<th>Staff co-create racial equity solutions with the community it serves as a core component of meeting the organization’s mission.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The organization serves as an ally to the community when addressing race-related issues.</td>
</tr>
<tr>
<td></td>
<td>Families of all races and cultures feel safe accessing the organization’s services.</td>
</tr>
</tbody>
</table>

In addition, BGCA is working with the Great Futures Planning Committee to incorporate this work into our updated strategic direction and develop metrics so we can demonstrate measurable progress across our national network. Updated measures will be available in Fall 2021.
# Supporting Resources

Resources to help organizations build their racial equity outcomes and supporting practices.

| Developing Racial Equity Outcomes | • Evaluation Tools For Racial Equity: [Examples of Outcomes Tip Sheet](#)  
• Racial Equity Tools: [Outcome and Outcome Indicators Tip Sheet](#)  
• The Heinz Endowments: [Racial Equity Outcome Tool-Kit](#) - A Six Step Process for Your Organization  
• The Aspen Institute: [Constructing A Racial Equity Theory of Change](#) - Guide for Designing Strategies to Close Chronic Racial Outcome Gaps  
• Voices for Racial Justice: [Authentic Community Engagement](#) |
| Individual Outcomes | • National Child Welfare Workforce Institute: Center for the Study of Social Policy, [Staff Core Competencies Working to Achieve Racial Equity](#)  
• National Child Welfare Workforce Institute: [Cultural Humility Practice Principles](#)  
• Project Ready: [Reimagining Equity & Access For Diverse Youth: Allies & Antiracism](#)  
• Child Trends: [Enhancing Cultural Competence In Out-Of-School Time](#) |
| Organizational Outcomes | • Equity In The Center: [Awake To Woke To Work Building a Race Equity Culture](#)  
• The W.K. Kellogg Foundation One Journey: [Racial Equity, Diversity & Inclusion](#)  
• Education Northwest: [Ten High-Leverage Equitable Practices](#) |
| Youth Outcomes | • 4-H: [Social Justice Youth Development](#)  
• SAGE Publications: [Racial Socialization Scale](#)  
• The Search Institute: Developmental Relationships Survey: [Equitable Practices Module and Racial Injustice Module](#)  
• BGCA: [NYOI Social Emotional Development Module](#)  
• BGCA: [SMART Moves Emotional Wellness Targeted Program Evaluation Resources](#) (Appendix) |
| Family & Community Outcomes | • National Research Center on Hispanic Children and Families: [Developing Culturally Responsive Approaches to Serving Diverse Populations](#)  
• Race Forward: [Racial Equity Impact Assessment on Communities](#)  
• PolicyLink: [Community Engagement Guide for Sustainable Communities](#)  
• National Center for Cultural Competence: [Self-Assessment Checklist for Personnel Providing Services and Support to Children and their Families](#) |
APPENDIX C: SUMMARY OF MOVEMENT DEMOGRAPHICS

ETHNICITY FOR NATIONAL BOARD MEMBERS
- White: 72%
- Black: 17%
- Hispanic or Latino: 4%
- American Indian or Alaskan Native: 2%
- Asian: 4%

ETHNICITY FOR BOARD CHAIRS
- White: 77%
- Black: 10%
- Hispanic or Latino: 5%
- American Indian or Alaskan Native: 3%
- Asian: 1%
- Two or more races: 0.5%
- Native Hawaiian or Pacific Islander: 0.5%
- Other: 1%

ETHNICITY FOR ALL NATIONAL STAFF
- White: 58%
- Black: 31%
- Hispanic or Latino: 4%
- American Indian or Alaskan Native: 2%
- Asian: 2%

ETHNICITY FOR VICE PRESIDENTS AND ABOVE
- White: 72%
- Black: 13%
- Hispanic or Latino: 6%
- American Indian or Alaskan Native: 3%
- Asian: 6%

REGISTERED MEMBER ETHNICITY
- White: 30%
- Black: 25%
- Hispanic: 22%
- American Indian or Alaskan Native: 3%
- Asian: 3%
- Native Hawaiian or Pacific Islander: 1%
- Two or more races: 3%
- Don’t know: 7%

ETHNICITY FOR MANAGEMENT STAFF
- White: 47%
- Black: 25%
- Hispanic: 14%
- American Indian or Alaskan Native: 3%
- Asian: 2%
- Native Hawaiian or Pacific Islander: 1%
- Two or more races: 3%
- Don’t know: 5%
APPENDIX D: BGCA’S COMMITMENT TO MODELING THE WAY

In addition to providing services to local Club organizations through the organizational development framework, *Our Journey to Racial Equity*, BGCA is committed to modeling our commitment to DEI, including racial equity, within the national organization.

**Board Leadership & Development**

In 2020, BGCA established a dedicated Diversity, Equity & Inclusion Taskforce on the Board of Governors chaired by General Darren McDew. The taskforce includes representation from local board members, including a liaison from the National Area Council Committee. BGCA will continue to strengthen our commitment to diversity in board leadership, including within both the Board of Governors and National Trustees.

**Education, Consultation & Engagement**

In 2021, BGCA hired a national leader of DEI to support BGCA and Movement-wide efforts, H Walker, who serves as Diversity, Equity & Inclusion Officer. H leads the Movement DEI and racial equity strategies, complemented by Tawanna Myers, Vice President, Talent Management and DEI, who leads for the national organization.

**BGCA Staff: Development & Learning Opportunities**

To support national staff on their own DEI learning journeys, BGCA’s staff-led DEI Council identified three key priorities: leadership pipelining, inclusive decision-making and intersectionality. New tools and supports have been released throughout 2020 and 2021 to elevate these priorities in operations. BGCA staff are also engaging in learning opportunities on key DEI competencies, including: Managing Unconscious Bias; Inclusive Decision-Making / Inclusive Culture; What is Intersectionality?; Racial Equity Institute Groundwater Approach; and Cultural Awareness and Dialogue Events.

**Services to Local Club Organizations**

Supporting the journey, including assessment and tools, resources and learning opportunities, and safe spaces for coaching, consultations and technical assistance to fuel organizational development.

- Trauma-informed care webinars and trainings
- Guide to Effective Strength-based Messaging
- Resource Development supports, including a funding toolkit for local Clubs and learning opportunities through Advancing Philanthropy 2025
- Movement DEI Speaker Series
- Movement DEI Mental Health Webinar Series
- The Movement: DEI Practitioners Summit (biannual)
APPENDIX E: GLOSSARY OF TERMS


Arab American (noun): No hyphen. Refers to someone American of Arab descent whose ancestry is from Arabic-speaking places in the Middle East which is geographically located in southwestern Asia and northern Africa.

Asian American (noun): No hyphen. Refers to someone American of Asian descent. When possible, refer to a person’s country of origin or follow the individual’s preference such as Filipino American or Indian American.


American Indians, Native Americans (noun): Refers to two or more people of different tribal affiliations in the United States. For individuals, use the name of the tribe; if that information is not immediately available, try to obtain it (i.e. a Navajo commissioner; a member of the Nisqually Indian Tribe). Some tribes and tribal nations use member; others use citizen. Find out the preference of the tribe.

Biracial, multiracial (adjective): Used to describe people with more than one racial heritage. Be specific if possible (i.e. African American father and a white mother) instead of saying someone is biracial. Avoid using the term mixed-race.

Black (adjective): Use the capitalized term as an adjective in a racial, ethnic or cultural sense: Black people, Black culture, Black colleges, Black literature, etc. Avoid using descriptive terms such as “the Blacks” or “those Black people”

Black(s), white(s) (noun): Do not use either term as a singular or plural noun. For plurals, phrasing such as Black people, white people, Black teachers, white students are preferable. Do not use the term white to refer to ethnic groups (i.e. Arab Americans, Asian Americans). Per AP style, unless the word white appears at the beginning of a sentence, do not capitalize white.

Black, Indigenous and other people of color (noun): In materials that specifically promote racial equity, use this phrase to call out the history of exploitation, racism and oppression of Black and Indigenous people and others who are not white in the American context. Refrain from using the acronym BIPOC.

Brown (adjective) Avoid this broad and imprecise term in racial, ethnic or cultural references unless as part of a direct quotation.

Caribbean American (noun): No hyphen. Refers to someone American of Caribbean descent whose ancestry is from a Caribbean island.

Caucasian, Anglo (noun): Refrain from using these terms as a synonym for white. They are outdated, geographically inaccurate terms and are often used to avoid discussions of race or racial identity.

Coded Language: Language that substitutes terms describing racial identity with seemingly race-neutral terms that disguise explicit and/or implicit racial hostility. This can sound like terms such as “wrong crowd,” “dangerous neighborhood,” or “wrong path.”

Diversity: The presence of varied identities in a culture that respects and celebrates all characteristics that make us uniquely individual and collectively successful. Diversity recognizes the value of all people in their entirety with an appreciation for personal experiences in an environment that fosters collaborative thinking for the benefit of our work.

Equity: The focus on addressing gaps by providing access, opportunity, networks, resources and support for individuals to be successful and reach their full potential. Equity aims to address power differences and eliminate barriers that hinder the advancement of people who have been historically oppressed and discriminated against.
**Equality:** Ensures that every individual has equal access to opportunities, and are protected from being discriminated against.

**Inclusion:** The act of empowering everyone to participate, connect and grow. Inclusion creates a culture of belonging and mutual respect by ensuring all individuals are given the tools and information necessary to contribute to the organization in their own unique way and that these contributions are valued.

**Indigenous (adjective):** Capitalize this term used to refer to original inhabitants of a place. (i.e. Aboriginal leaders welcomed a new era of Indigenous relations in Australia).

**Intersectionality:** The interconnected nature of social categorizations such as race, class, and gender that can create overlapping and interdependent systems of discrimination, oppression or disadvantage.

**Latino, Latina (adjective/noun):** For groups of females, use the plural noun Latinas; for groups of males or of mixed gender, use the plural noun Latinos. When describing a specific group, use the adjective form depending on the sex(es)/gender(s) involved and use a people-first construction if possible: girls who are Latina or Latina girls; boys who are Latino or Latino boys; young people who are Latino or Latino young people. Use a more specific identification, such as Cuban, Puerto Rican, Brazilian or Mexican American, when possible and depending on the context of the material. Refrain from using the term Hispanic.

**Latinx (adjective):** Use this term only when writing about an individual who requests to be identified as Latinx or when the term appears in a direct quotation. Latinx was developed with the intent to be more inclusive or gender neutral (versus Latino/Latina). However, because it is not universally used or accepted, especially among people who are Latino, BGCA has decided against broad adoption of this term.

**Lived Experience:** The term “lived experience” is common in discussions of issues related to inequity and social justice. It refers to the first-hand accounts and impressions of members of certain groups treated differently because of their ethnic, racial or socioeconomic backgrounds and/or their sex, gender identities or sexual preferences.

**Native Hawaiian and Other Pacific Islander (noun):** No hyphen. refers to people having origins in Hawaii, Guam, Samoa or other Pacific Islands.

**People-First or Person-First Language:** Language that places personhood at the center and considers all other descriptive social identities that one holds as secondary and non-essential. Defining a group by its condition - ‘as-risk youth’ vs. ‘youth in at-risk situations’ or ‘the homeless’ vs. ‘people experiencing homelessness’ - places an undue focus on the condition and can be stigmatizing. This language helps minimize generalizations and stereotypes.

**People of Color (noun):** This phrase describes people of races other than white in the United States. Always lowercase the phrase people of color and refrain from using the acronym POC. When talking about just one group, be specific: Chinese Americans or members of the Seminole Indian Tribe of Florida.

**Racial Equity:** The systematic fair treatment of people of all races that results in equitable opportunities and outcomes for everyone. All people are able to achieve their full potential in life, regardless of race, ethnicity or the community in which they live.

**Systemic Equity,** a complex combination of interrelated elements consciously designed to create, support and sustain social justice. It is a dynamic process that reinforces and replicates equitable ideas, power, resources, strategies, conditions, habits and outcomes.