

## **SHARE ORGANIZATIONAL RACIAL HEALING PROGRAM**

The SHARE Organizational Racial Healing Program is designed to support an organization in developing a staff and an organizational culture where many of the personal or group markers that determine either privilege or limitation are removed (Individuals and organizations can build their capacity around intercultural competency and racial healing. In order to achieve this, we use a multidimensional Transforming Historical Harms Approach to help the group:

1. understand the history that has resulted in enduring disparities (**Facing History**)
2. re-form the relationships that perpetuate those disparities (**Making Connections**)
3. overcome multiple woundings (**Healing**) and
4. interrupt the multi-generational transmission of trauma by changing systems and policies (**Taking Action**)

This approach looks not only at individual and community healing, but also at addressing the larger context that continues to sustain and create trauma.

Following the principles of Transforming Historical Harms, the objectives of SHARE's Organizational Racial Healing Program are to help organizations:

1. Learn how historical harms, which are current challenges in our lives and communities, are rooted in and transmitted by large-scale historical traumas.
2. Apply the Transforming Historical Harms Approach that includes:
  - a. exploring approaches to facing history that help identify ways to move forward,
  - b. learning how making connections -- building relationships across historical divisions -- can create partnerships capable of working towards effective change,
  - c. identifying the importance of creating spaces and methods that welcome and support healing wounds (mind, body and spirit) from trauma both individually and collectively,
  - d. taking action to address beliefs, behaviors and structures responsible for ongoing harms.

## KEY PHASES

The design of an organizational racial healing program consists of five key phases:

### PHASE ONE: PRE-ASSESSMENT

An organization's key staff members complete the Intercultural Development Inventory® to assess their perceived and demonstrated levels of cultural competency. A qualified IDI administrator reviews results with each individual and/or with the group, encouraging positive action planning in order to move toward more advanced intercultural development.

Throughout the subsequent phases of the program, an organization may choose to use the IDI in a variety of ways:

1. Individual Development: The IDI Individual Profile Report leads to customized Intercultural Development Plans.
2. Team/Group Development: The IDI Group Profile Report leads to more effective, culturally appropriate training design.
3. Organizational Development: IDI large-scale baseline assessments lead to more culturally sensitive policies, practices, structural changes, and training design.
4. Program Evaluation: Using the IDI for pre-test/post-test assessment can lead to more culturally appropriate program development and redesign of current diversity and inclusion efforts.

Individual and/or group results of this pre-assessment tool allow SHARE to:

1. tailor a program to individual as well as group needs;
2. compare changes in attitude and levels of understanding with post-assessment results.

**Note:** Results of this assessment may change the details and structure of the original program design.

### PHASE TWO: HEALING/MAKING CONNECTIONS

Organizational staff come together for facilitated reflection and relationship-building, using Racial Healing Circles, Virtual Healing Experiences or Racial Healing Retreats.

The **Racial Healing Circle (RHC)** and **Virtual Healing Experience (VHE)** methodology developed by TRHT Kalamazoo brings together individuals from varying identities and racial backgrounds, with the Virtual Healing Experience being an online adaptation of the Racial Healing Circle. Participants come together in an intentional space to discuss personal narratives and provide insight, understanding, and appreciation of one another's stories, working together towards trust, connectedness, forgiveness, balance, and wholeness. The circle provides the opportunity to engage the heart through truth-telling and openness to

listening to the truths of others, illuminating past and current truths about the trauma and harm that racism has caused, both individually and collectively. Ultimately, this transformative process reaffirms the humanity in all, despite the impact of different racialized experiences.

In full-day **Racial Healing Retreats**, quiet, focused, disciplined and supportive space is created. The retreats are led by experienced facilitators prepared by the Center for Courage and Renewal, founded by Parker Palmer and dedicated to supporting people in becoming forces for positive personal and community change. The purpose of the retreats is to facilitate an acknowledgement of the truth about racism in America's history and its continuing impact on our lives today so that participants can be a part of a community that works towards a new legacy of justice, honesty, and connection.

**Retreat participants are guided in:**

- a. making use of their own **personal stories** to better understand complex issues of race from varied perspectives,
- b. coming to a deeper understanding of how racism is impacting their lives and the life of our community,
- c. setting **personal goals** for transformation,
- d. **connecting** with others to develop a vision for ongoing community transformation.

**PHASE THREE: FACING HISTORY**

**A series of half-day sessions (Understanding Race: How We Got Where We Are, Examining White Privilege, Implicit Bias, and Cultural Competency)** where the following questions are addressed:

- What are the roots of American racism?
- How have public policies systematically created injustices?
- Why has it persisted?
- What is white privilege?
- How does it operate to keep us from moving forward?
- [additional questions from the later workshops?]

Facing History

This session, led by Dr. Mitch Kachun, professor of history at Western Michigan University examines the roots of American racism and how and why it persists.

In order to solve the problems of today and heal the wounds of the past, we must face and acknowledge the past. The history that most of us have learned is told from the perspective of

the dominant culture, a perspective that often carries with it the prejudice and biases that have brought us to where we are today. Learning and understanding what actually happened from both perspectives is essential for dealing with the effects of historical events and building a basis for action. When we don't learn the whole story, we don't develop a clear understanding of current conflicts. We continue to hold false perceptions and we react based on incomplete or incorrect information. When the complete story is not told, we are all harmed. Misconceptions, distrust, and fear result.

### Implicit Bias

The session is designed to increase awareness of hidden biases and how stereotypes and prejudices can negatively impact the spaces in which we live, work, learn and socialize. Implicit biases undermine efforts to foster inclusion.

#### Session Outcomes:

1. Participants will be able to define implicit bias.
2. Participants will be able to identify at least three negative impacts of implicit bias.
3. Participants will be able to implement at least one skill to counteract implicit bias.

### **Cultural Competency**

The Cultural Competency workshop explores the importance of building an awareness of one's own cultural views and developing positive attitudes towards cultural differences and varying worldviews and practices among those with whom we work and associate.

### White Privilege

In this challenging and informative session, participants examine together what white privilege is and isn't, as well as how it operates to keep us ALL from moving forward into a just future. How does a lack of understanding of the concept of white privilege impact and weaken the work team? The facilitator explores the concept of the white ally. What does the role of ally require of white people? How do would-be allies go wrong? Where do our daily lives offer opportunities to rise into alliance with people of color—whether they are present or not? How has this explosive historical moment shaped the role of the white ally? How can white people use race privilege to empower others and to combat racism?

#### **PHASE FOUR: TAKING ACTION**

**One half-day session** where participants are given tools to assess where they are in the process of transformation, both as individuals and as a group.

Once there has been an evaluation of the context, goals, abilities, the level at which the organization wishes to work, and the points of entry and resources, the work of creating an action plan can begin. The organization's action plan may include elements of individuals' IDI Intercultural Development Plans, as well as focused attention on organizational practices and policies.

#### **PHASE FIVE: EVALUATION AND ASSESSMENT**

Throughout each step of the process, participants are given evaluations and opportunities for reflection and feedback. In that way planners and facilitators gain insight into the needs and desires of participants in order to refine plans for implementing subsequent program components, enhance or change materials, or alter aspects of the program.

SHARE synthesizes results of the on-going evaluations, the pre and post assessments, and the final session into a post-assessment document that includes suggested next steps and resources. If desired, organizations may administer the IDI again to measure increases in individual and/or group cultural competency that might lead to new opportunities for more advanced trainings and staff development opportunities.

#### **PROGRAM ADMINISTRATORS**

**Donna Odom** serves as project director. Originally from Chicago, Ms. Odom is Founder and Executive Director of the Society for History and Racial Equity. She holds a Bachelor's Degree from Kalamazoo College and a Master's Degree from Loyola University of Chicago. She has experience teaching at the high school and college level. In addition, she has held administrative positions at City Colleges of Chicago and retired from the Kalamazoo Valley Museum as Coordinator of Educational Programs in 2010. She has served as a member of the board of the Kalamazoo County Historical Society, the Michigan Oral History Association, and the Historical Society of Michigan and currently serves on the Kalamazoo College Emeriti Alumni Leadership Council. She was a member of the Steering Committee of the Southwest Michigan RACE Exhibit Initiative and speaks on Racial Equity, Racial Healing, the African American History of Southwest Michigan and the Underground Railroad. In 2018 she was named by the YWCA of Kalamazoo as a Woman of Achievement and in 2020 she was appointed to the Michigan Freedom Trail Commission.

**Joan Hawxhurst** serves as project coordinator. An experienced administrator who builds

organizations and programs aimed at bringing people together around shared concerns, she has founded a national organization for interfaith families, led the development of Kalamazoo County's Reading Together program, and directed Kalamazoo College's career center. She currently serves as SHARE's racial healing coordinator and liaison to Truth, Racial Healing and Reconciliation (TRHT) Kalamazoo, through which she has been trained as a racial healing circle practitioner. In addition to her work with SHARE, Joan currently serves as coordinator of Hope for Creation, a grassroots inter-religious group working to encourage and support faith-based action on climate justice in greater Kalamazoo. She is also a facilitator-in-preparation through the Center for Courage and Renewal, a qualified administrator of the Intercultural Development Inventory, a member of the first ISAAC Healing Whiteness cohort, and a co-chair of Temple B'nai Israel's Social Action Committee. She holds a BA (Virginia Tech) and a MA (Yale University) in international relations.