W.K. Kellogg Foundation

RACIAL HEALING & RACIAL EQUITY
# Racial Healing & Racial Equity

## Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>For 2016, Let’s Revive The Passion For Racial Equity</td>
<td>3</td>
</tr>
<tr>
<td>A letter from La June Montgomery Tabron, President &amp; CEO</td>
<td></td>
</tr>
<tr>
<td>Evolution Of A Vision</td>
<td>7</td>
</tr>
<tr>
<td>The Kellogg Foundation’s Racial Equity Journey</td>
<td></td>
</tr>
<tr>
<td>Breaking Down Barriers</td>
<td>17</td>
</tr>
<tr>
<td>Key Steps in Transforming Our Approach to Racial Equity</td>
<td></td>
</tr>
<tr>
<td>Healing Our Nation</td>
<td>23</td>
</tr>
<tr>
<td>Letters from Dr. Gail C. Christopher, Vice President for Policy</td>
<td></td>
</tr>
<tr>
<td>and Senior Advisor and Chief Strategic Officer Barbara Ferrer</td>
<td></td>
</tr>
<tr>
<td>Advancing The Conversation About Race</td>
<td>29</td>
</tr>
<tr>
<td>A Letter from Foundation Board Chair Bobby Moser</td>
<td></td>
</tr>
<tr>
<td>More Information &amp; Resources</td>
<td>33</td>
</tr>
<tr>
<td>Explore Additional Racial Equity Materials</td>
<td></td>
</tr>
</tbody>
</table>

FOR 2016, LET’S REVIVE THE PASSION FOR RACIAL EQUITY

A letter from La June Montgomery Tabron, President & CEO

In the 1960s, television broadcast black and white images of civil rights demonstrations that became etched in our consciousness. As a young child, I grew up in an environment of passion and raw emotions, as marchers clashed with unwavering opposition and great leaders were slain. These defining moments led to the historic outlawing of public discrimination and paved the way for progress.

I inherited all that desire, yearning and thirst for equality, and benefited from policies rooted in the civil rights movement. Many of my teachers were committed African American professionals, men and women who took advantage of opportunities to attend college and then give back to their communities.

I was so fortunate to be born and raised in an era when there was some commitment towards equality, where children of color were encouraged to learn and make a difference. A series of anti-discrimination and public accommodation laws were a major step toward equality, but the civil rights movement failed to change the will of enough people. Over time public officials and judges, who were often encouraged by interest groups that opposed the broadening of civil rights, limited the scope and reach of these laws. The nation’s unfinished mission is reaching hearts, minds and souls, so that race equity can be broadly embraced by the majority of the population and the prevalent belief in racial hierarchy is at last overcome.

Today, five decades after the civil rights movement, there is still so much work to be done. Structural racism is limiting educational, employment and housing opportunities for people of color, while health disparities overwhelm communities, disabling adults and children alike, and lowering life expectancies. As a nation, we are failing our children: census data show that children are 36 percent of the poor, but comprise only 24 percent of the U.S. population.

This snapshot in time may seem discouraging, with seemingly insurmountable challenges, but the W.K. Kellogg Foundation (WKKF) sees opportunities for our nation to do better, and we have a blueprint to mark the course.

Since the founding of the Kellogg Foundation, our work has centered on creating opportunities and better life outcomes for communities, families and children, who were being left behind
Today, five decades after the civil rights movement, I see barriers that are halting, and even reversing, progress. Structural racism is limiting educational, employment and housing opportunities for people of color.

LA JUNE MONTGOMERY TABRON
by society. Today, that becomes even more important as our nation heads toward majority/minority status. Our broad body of work ranges from encouraging parent engagement in schools, to improving dental care in underserved communities to creating opportunities for men and boys of color, and many other areas that create environments where all children can thrive. A common thread is our desire to work with communities to heal racial wounds of the past, help communities move beyond conscious and unconscious bias and assist them in dismantling structural racism that is restricting opportunities for children. Throughout this 2015 Annual Report, we emphasize our commitment to racial healing and race equity. We believe in community-led solutions that bring families and individuals together, and bridge our physical, ethnic, gender, sexual orientation and religious differences, allowing communities to forge powerful coalitions that can create opportunities for success for our children. Racial healing is a critical part of this equation!

Our roadmap toward healing and racial equity begins with local “truth and racial healing” convenings. All aspects of a community will come together, talk openly about the role of race in their community and then overcome past differences to develop and implement strategies that will heal the wounds and create healthier and more nurturing environments for our children. For four centuries a hierarchical structure has been sustained with whites on the top and people of color on the bottom. Our convenings will help transform beliefs in this racial hierarchy, and the many structures that support it.

At the crux of every effective democracy is an unvarnished justice system, where rulings and incarcerations are based on truth and facts, not skin color or status. Yet, in communities of color, residents believe justice is fleeting. A CNN poll found that 75 percent of blacks believe that police in their neighborhood are prejudiced. A poll by the WKKF found that 68 percent of Latinos worry that authorities will use excessive force. This lack of confidence in police leads to dangerous breakdowns in the police-community relationship, creating tensions where cooperation is needed. In communities, such as Ferguson and Baltimore, where unarmed black men have died at the hands of police, mistrust with the justice system erupted into violence. Furthermore, the nation’s mass incarceration policies have shattered families and communities, sending men and boys to prison when other options should have been considered. Professor and author Michelle Alexander underscores the devastating impact by noting that more blacks are in the correctional system today than were enslaved in 1850. WKKF has invested in research on how law enforcement can work with communities to create positive environments.

Moreover, we recognize the role that “law and order” from slavery to today has been utilized to intimidate and even force submission to a racial hierarchy that has placed people of color at the bottom of our society and restricted their opportunities for success. The acts of violence by police against unarmed men, women and children of color are injustices perpetrated by law enforcement, but also reaffirm our own commitment to research and reforming local justice systems across America.

But we must also generate passion for this work.

Fifty years ago, there were legions of Americans ready to die for equality — black and white, from all walks of life. Working-class people like James Earl Chaney from Meridian, Mississippi, and Andrew Goodman and Michael Schwerner from New York gave the ultimate sacrifice so that blacks could sit in the front of the bus, vote in elections and not be publicly treated as second class citizens. Where is that passion today? How do we get it back?

This is a call to action. To get results, to keep moving towards equality, our ranks must swell with those committed to racial progress, committed to blocking efforts to limit voting by people of color, committed to ending racial disparities in school discipline, committed to quality education for all, committed to jobs for residents of underserved communities, committed to restoring fairness in our justice system, committed to ending segregated housing patterns, committed to providing opportunities for men and boys of color.

That’s the equity agenda for WKKF. Our call to action goes out to government, the private sector and other foundations and nonprofits to join with us. Be our partners. Be committed. Show your passion.

Change won’t come overnight, and it won’t be easy, but together we can build a brighter future for our children.
EVOLUTION OF A VISION

The Kellogg Foundation’s Racial Equity Journey

Today, the W.K. Kellogg Foundation (WKKF) has emerged as a leader in the pursuit of racial equity in the United States, even as centuries of racial bias continue to impact families and communities. With initiatives ranging from a $75 million investment in ‘America Healing’ to supporting civil rights organizations for various ethnic groups, the foundation is widely recognized for its comprehensive work in helping communities to heal racial wounds and address structural racism that creates barriers for vulnerable children.

But what is less well known is the story behind the story, the decades of work that the foundation initiated and funded while seeking to provide broader opportunities and better life outcomes for disadvantaged children. The behind the scenes journey for the organization itself, as it faced challenges and struggles upholding the principles of founder, Will Keith Kellogg, is another key slice of the narrative.

Without a doubt, WKKF’s work has transformed individuals, families and communities. In a society where frank discussions about race and racism are all too rare, the foundation openly advocates for putting racism behind us and acknowledging the damage it has caused in the past. This is enabling opportunities for healing and progress, bringing hope for future generations. What follows is a chronicle of how the foundation positioned itself to be a difference maker, to unabashedly take on the impediments created by racism that so many organizations, corporations, institutions and branches of government either can’t or won’t do.

“The foundation’s journey toward full diversity and inclusion has extended over decades,” says La June Montgomery Tabron, WKKF’s CEO and president. “This long timeframe is not something to apologize for but something to understand and honor. It’s been a complex journey, and we’ve stayed committed to it no matter how many bends and turns in the road. I’m proud that our engagement in racial equity, diversity and inclusion extends from our board to our staff to our partners, vendors and grantees. I’m proud of the alignment we’ve achieved between our beliefs and our work.”

Through the decades, courage and strong leadership helped distinguish the Kellogg Foundation. Eight years ago, came a defining moment in the foundation’s voyage, one that set the stage for the pioneering work on race and set future spending priorities.
In 2007, talk of a “post-racial” society was spreading in the U.S., yet many communities were actually mired in strife related to racism. Six African American boys were sentenced to life in prison for an assault on a white student in Jena, La., sentence widely viewed as racially motivated. The U.S. Census had revealed stark educational disparities - 91 percent of white adults had high school degrees, compared to 83 percent of blacks and 60 percent of Hispanics. The FBI reported 7,624 hate crime incidents that year, with 52 percent of the victims targeted because of the color of their skin.

In considering this environment, as well as reports from grantees on the ground in communities, the board of trustees at the Kellogg Foundation saw troubled waters ahead, especially for vulnerable children. In this highly-charged racialized environment, how could the nation ensure opportunities for all children to thrive, when discrimination and injustices were so apparent? In fact, the time was approaching when the majority of children in the U.S. would be children of color, further underlining the need to address barriers to education, employment, health and housing created by structural racism.

The foundation’s trustees took a bold step. In 1930, Will Keith Kellogg wrote the articles of association for his foundation defining the mission as “promotion of the health, education and welfare ... principally of children and youth ... without regard to sex, race, creed or nationality.” Now the board, some 77 years later, was reaffirming those principles.

In September 2007, the board of trustees declared the foundation would be “an effective antiracist organization that promotes racial equity.” The language unequivocally positioned the foundation as an advocate and facilitator of racial equity in communities across the country and within its own organization. With this very public statement, the foundation continued its founder’s path, establishing a framework for healing racial divides in communities and focusing on conscious and unconscious bias that limits opportunities for children, especially children of color.

More directly, the trustees unleashed the foundation to develop comprehensive programmatic approaches to addressing racism, including trying to heal perceptions, beliefs and attitudes. Taking on challenges that have escaped resolution for centuries, the
trustees tasked foundation leaders with engaging communities in the difficult work countering the full scope of racism, the anxiety, fears and long-held mythologies and misbeliefs that have triggered racial violence and tension in American society.

"The Kellogg Foundation’s journey in the space around racial equity has been transformational in our approach to philanthropy and on how we build partnerships in the field as we strive towards racial equity in our country and sustain it in our organization,” says Tabron. “Our work in racial equity has become our DNA. So we’ve taken a concept, and we’ve actually been able to transform our entire organization around this concept.”

Dr. Gail C. Christopher, vice president for policy and senior advisor at the foundation, put the board’s statement in further perspective, saying the explicit language set the stage for pivotal actions by authorizing an environment where the pursuit of racial equity was transformed into a significant portion of the foundation’s funding strategy. “The board’s commitment is powerful,” says Christopher. “It establishes a specific direction and it empowers all of us to engage in the struggle for racial equity.”

The impact was swift. In 2006-2007, 20 percent of the grantees funded by WKKF served people of color, but by 2010-2011 that number jumped 88 percent.

****

When Tabron arrived at the Kellogg Foundation in 1987, she would walk the hallway with pictures of former trustees. Along the walls, the portraits were predominantly white men – until the 1980s. “It was not until the 1980s and 1990s that people of color and women would appear frequently in the portraits,” she says. “Slowly we began a walk-the-talk mentality as the organization built up its own credibility and became even better partners for our grantees working in communities.”

Today, WKKF has a diverse leadership team, one that is a model not only in philanthropy, but for any organization of its size that is not minority-owned. Over the last 10 years, leadership has changed dramatically. Currently, 53 percent of the executives are people of color, compared to just 18 percent 10 years ago. The trustees have gone from 44 percent people of color 10 years ago to 56 percent in 2015. Tabron, the CEO and president, is African American, and Ramón Murguía, a Hispanic, is board chairman currently.

The major transformation in staffing, and program priorities, came under the stewardship of Dr. Russell G. Mawby, who at various points served as served as chairman, CEO and president of the foundation from May 1970 to July 1995.

In forming the foundation, Mr. Kellogg recognized that many factors affected whether children could thrive. His initial programs assisted poor, rural children, who were mostly white, and in dire need of better health services. The foundation funded the first Michigan Community Health Projects, which took a holistic approach, seeking to overhaul health through better nutrition, exercise, dental care and access to immunizations and eye exams. The program also sought to improve learning facilities and libraries, helping recruit better teachers.

As time went on, however, Mawby recognized an escalating number of poor children lived in urban settings, many were people of color and the foundation needed to make major adjustments in staffing and programming to meet their needs.

“Under his leadership, the foundation began expanding from rural programming to urban and contemporizing the concept of who was disadvantaged,” recalls Tabron. “It was Dr. Mawby who began to really think about where the equal playing field needed
to be applied outside of rural areas. And that thinking has gotten stronger and stronger with every passing decade, as has our collective understanding of the urban environment. Our work certainly reflects our own journey as it relates to racial equity."

A key hire for Dr. Mawby was Dr. Norman A. Brown, who was appointed president in 1988 and retired in 1994, as president and chief operating officer. Brown took on the task of diversifying the foundation’s staff, declaring that the organization needed to reflect the communities it served. As the story is told, Brown attended a racial healing meeting in Battle Creek, Mich. and was transformed by the experience. “He came back to the foundation and realized that the foundation did not in any way reflect the people that it was trying to serve,” says Christopher, adding, “He said, ‘We have to change this.’”

Brown proceeded to hire a significant number of people of color, bringing in the best and brightest in the country. In 1991, the foundation established an internal diversity advisory committee and began forming external partnerships that infused the staff and programs with broader understanding of diversity and racism.

It was an abrupt change for the organization, one that sometimes led to friction between clashing cultures and backgrounds on the staff. Things didn’t always go smoothly. There were group talks among the staff on inclusion, while outside experts were brought in to discuss structural racism and how to address it — internally and in communities. There were also talks about how to capitalize on the new found diversity within the workplace.

“Our leaders had a willingness to exist with a level of discomfort,” says Tabron. “Everything did not work. But we have embraced the opportunity and the potential to the point where we’re willing to go through the struggle to have an empowered, diverse workplace. It continues to be a struggle. But is it worth it? The answer is a resounding, ‘Yes!’ You see the brilliance of what Drs. Brown and Mawby envisioned when the different perspectives and approaches and understandings put forward by people with diverse backgrounds lead to outstanding decisions and initiatives. We’ve done some great things!”

Former trustee Joseph M. Stewart says that Brown did more than just hire people of color; he mentored them and put them in positions to succeed.

“So many people in this country have been expelled because they didn’t have mentors or couldn’t take the pressure from a system put in place that said, ‘This is who we are, this is how we do business in the United States,’” says Stewart. “That was a bold thing that Brown did... he created a culture that protected people who needed protection from the people in denial. It allowed the foundation to evolve to the point where we could go public with our anti-racist declaration.”

The foundation fosters an environment where each employee is encouraged to be actively engaged. “This full participation and engagement results in a broader spectrum of ideas, knowledge, perspectives and experiences to draw upon as the organization makes decisions, creates solutions, formulates policies and practices and achieves its goals,” says Tabron.

Still, the foundation’s focus, which has been further defined under Tabron’s leadership, has always been on helping all children thrive. How did that equate with the substantial work on racial equity over the decades?

“The foundation came to realize that when seeking help for vulnerable children, those in greatest poverty, a disproportionate number are children of color, and one of the reasons for their being in poverty is racism,” Tabron says. “On this basis alone, deepening the foundation’s efforts on racial equity has made perfect sense.” Thus, Tabron says racial equity is a point of emphasis and a driving force in all our areas of grantmaking at the foundation, from Education & Learning to Food, Health & Well-Being to Family

---

1991
The foundation establishes an internal diversity advisory committee and begins forming external partnerships that infuses the staff and their programs with broader understanding of diversity and racism.

1992
The Kellogg Foundation launches a broad African American Men and Boys Initiative, investing $15 million into 32 projects. As part of the initiative, which includes funding organizations that works with youths on reducing crime, violence and drugs in their communities, the foundation funds a National Task Force on African American Men and Boys chaired by former U.N. Ambassador Andrew Young.

1995
WKFF launches the Native American Higher Education Initiative from 1995-2002, creating partnerships with 30 tribal colleges and more than 75 mainstream higher education institutions, national and community organizations. The shared goal is to provide higher education for Native Americans, while integrating tribal cultural values into rigorous academic curriculum.
Economic Security to Community Engagement to Leadership. Racial Equity is also a succinct program area in its own right, featuring the America Healing initiative, which is the largest single initiative investment in the foundation’s history.

“The board was bold enough to take that anti-racist statement and convert it to a programmatic values and programmatic commitment,” says Stewart. “What you have now is an organization that is pushing the right envelope to try and help an entire nation. Racial equity is not something that just benefits blacks and Hispanics and people of color, racial equity is something that benefits our nation, no matter what color you are.”

****

For decades, the Kellogg Foundation has walked into the fire, not shied away.

Twenty-two years before the White House launched an initiative to address the obstacles faced by young men of color, the Kellogg Foundation had recognized the limited opportunities that they had for success. In 1992, the foundation launched a broad African American Men and Boys Initiative, investing $15 million into 32 projects.

As part of the initiative, which included funding organizations that worked with youths on reducing crime, violence and drugs in their communities, the foundation funded a National task force on African American Men and Boys chaired by former U.N. Ambassador Andrew Youn. Among its duties, the task force publically raised the alarm about the challenges that this demographic faced in our society. Moreover, the Task Force issued recommendations aimed at reviving families and communities that had long been neglected in urban areas of the country. Acclaimed Washington Post columnist, the late William Raspberry, wrote that the strategies were “the plan to save America.”

Dr. Bobby William Austin, who was the original program director for the initiative, tells how it began: His family moved to Battle Creek when he took a job at the foundation. After two weeks in school, his teenage son was accused by school officials of being in a gang. When an outraged Austin told his superiors at the foundation about it, their reaction was a mandate: Stop this from happening to black youths. “They said, ’Bobby we think you can find ways to stop this from happening to other black children. Stop being angry; figure out how to do this.’” Austin recalls. “Kellogg is a good foundation. They are good people.”

The task force’s report entitled, “Repairing the Breach: Key Ways to Support Family Life, Reclaim Our Streets and Rebuild Civil Society in America’s Communities” has been heralded as a blue print on how to provide opportunities to youth of color. “President Obama’s initiative comes directly out of the work of Kellogg Foundation,” Austin says. “There would not be a My Brothers’ Keeper initiative. Kellogg set the standard on how that work should be done.”

The foundation’s initiative was also significant because it altered how the organization engaged with its grantees. Previously, WKKF conferred grants largely on universities, medical centers and other mainstream institutions. But a new era was ushered in; the foundation empowered community and civic organizations, bringing resources much closer to the people and communities that needed their help. Suddenly, storefront non-profits, faith-based organizations and other non-traditional grantees were working together with established institutions on solving community problems. The unions stimulated and challenged the grantees, developing a new partnership model for impacting communities and children.

Since the early 1990s, WKKF has funded ‘Rites of Passage’ programs at urban areas. The programs empower youth of color by exposing them to role models and through discovery and discussion of history, culture, and the political forces surrounding them. The locations establish partnerships with public secondary schools to develop gender-specific programs. One of the leading

1997

**WKKF** launches the ENLACE (Engaging Latino Communities in Education) program in seven states. ENLACE partners higher learning institutions with K-12 schools and community organizations and forms support groups for Latino students.

1998

**The Community Voices program launches.** The program, which is part of the “Rites of Passage” work from WKKF, leverages lessons from earlier work and other programming to develop multi-faceted systemic models for addressing pressing issues related to the health of young men of color, especially the formerly incarcerated who struggle to adjust to family and community after spending time in prison.
programs, which still operates today, is at The Brotherhood/Sister Sol in Harlem. In New York City almost half of all black men are unemployed, but 95 percent of Brotherhood/Sister Sol alumni—all African American or Latino—are working full-time or are enrolled in college.

The Community Voices program leveraged lessons from earlier work and other programming to develop multi-faceted systemic models for addressing pressing issues related to the health of young men of color, especially the formerly incarcerated who struggled to adjust to family and community after spending time in prison. In the late 1990s, safety net programs in public health departments, hospitals and community clinics were strained to provide care for the growing number of uninsured. Community Voices coalitions in 13 communities worked with residents to find solutions and implemented cutting-edge system adaptations to expand healthcare for those who needed it most.

To help enroll more Native Americans in colleges, WKFF launched the Native American Higher Education Initiative from 1995-2002, creating partnerships with 30 tribal colleges and more than 75 mainstream higher education institutions and national and community organizations. The shared goal was to provide higher education for Native Americans, while integrating tribal cultural values into rigorous academic curriculum.

Similarly, the foundation improved educational opportunities for Hispanics through its ENLACE (Engaging Latino Communities in Education) program, which launched in 1997. In seven states, the program partnered higher learning institutions with K-12 schools and community organizations formed support groups for Latino students.

WKFF participated in President Obama’s My Brother’s Keeper initiative in 2014 that formed a powerful coalition to create broader opportunities for young men and boys of color. By late summer, the foundation provided timely funding to organizations working to repair community relations with law enforcement and facilitate racial healing after the tragic shooting of Michael Brown in Ferguson, Mo. The foundation was a catalyst for the Executive Alliance, a group of more than 40 funders, issuing a powerful statement urging peaceful demonstrations after a grand jury in November decided not to indict the Ferguson police officer who shot Brown.

When Tabron took the letter to the board for approval, she says a board member said that he was “so proud” that WKFF was engaged on this, and that her name, their president, was the first signature. “It was refreshing for our leaders and staff that our board not only wasn’t being risk adverse, but were saying, “You Go,” and being fully supportive. That was very powerful for our organization,” she said.

With both large and small investments, WKFF initiatives and programming have helped communities move forward towards
race equity. In fact, the results of the work and investments over the decades, while often unheralded, has changed, and is continuing to help transform, the role that race plays in American society.

****

The opening scenes are chilling. A teenager, LeAlan Jones walks around his South Side Chicago neighborhood in 1996, passing along battered sidewalks, vacant lots, houses in disrepair. With the desolate Ida B. Wells housing project in the background, his young and innocent voice depicts the reality of what life is like in his community.

"I was brought up in a home where I didn’t know my father, my mother was going through some things. Things weren’t as bad as they are now. Now you have more people cutting each other’s throats and trying to become something they’re not. This neighborhood is interesting…it’s a good thing at times and it’s a bad thing at times. There really are no jobs around here. It’s really a bear…it’s just rugged terrain. You have a lot of scattered housing, a lot of death at times. It’s always something to talk about really, whether it’s sports, what’s happening, who just got killed. Most of the fathers in the black community are locked up. That leaves a lot of weight on the mother’s shoulders. She might have to work two or three jobs just to provide a decent life for her young children, and that leaves them a lot of time alone to sort things out that no 13-, 14-, or 15-year-old young man or young woman should have to sort out. Growing up in this area, you have to keep it cool. Stay positive."

The 30-minute video, Repairing the Breach, the Plight and Promise of African American Men and Boys, goes on to further describe the barriers in communities of color. It discusses the programs funded by the Kellogg Foundation and others that sought to clear these obstacles and pave the way for better life outcomes in these communities. Narrated by actor James Earl Jones, WKKF produced and distributed the video.

In many ways, developing the video embodies the foundation’s racial equity work over the decades, raising attention to the challenges that vulnerable children and their families face and working with communities to overcome the obstacles. What makes this work more significant is that WKKF has carried it out, and at times even been publically criticized for doing it, when much of our society turned their backs on the problems of the poor.

The reward comes with watching young people succeed – against the odds. Even before the Kellogg Foundation video, LeAlan, 13, and his childhood friend, Lloyd Newman, 15, in 1993 had interviewed 100 friends, family and neighbors in their neighborhoods and with the assistance of National Public Radio produced an award-winning documentary called, “Ghetto Life 101.” The Kellogg Foundation video and the other projects helped establish to the teenagers, and others involved, that people cared about their lives, and that they weren’t alone in the struggle to survive.

LeAlan graduated from Barat College in Lake Forest, Illinois, in 2001, became engaged in politics and ran unsuccessfully as the Green Party nominee for U.S. House and Senate seats, and is the legal guardian for his two nephews.

****

Over the years, the Kellogg Foundation had largely funded institutions and community organizations that addressed economic and social conditions limiting opportunities for vulnerable children to thrive. But left out of the equation was scrutiny of public policies implemented by local, state and federal governments. These policies impact men and boys of color in many ways, including health, criminal justice, housing and employment.

The foundation changed that formula when it sponsored the Dellums Commission. In 2006, the commission of influential scholars, public officials and civic leaders from around the country issued a comprehensive report on the public policies that negatively impacted

---

**2010**

**WKKF launches America Healing**, an investment of $75 million over five years to expose structural inequities, work to redress these issues and help communities heal racial wounds so they can progress together. It’s a strategy for lifting up racial healing so communities can move closer toward racial equity, while dismantling the structures that limit opportunities for vulnerable children.

**2011**

The first **America Healing Conference convenes in Asheville, North Carolina**. The meeting brought together healing practitioners and many national racial equity leaders.

**2012**

The second **America Healing Conference** meets in New Orleans, Louisiana.

---
young men and boys of color. It uncovered a series of policy decisions over decades that hampered their development in our society. For instance, the commission noted that prison incarceration rates shot up in the 1980s after youth offenders were increasingly diverted to adult criminal systems and municipalities abandoned rehabilitation and treatment for drug users in favor of interdiction and criminal sanctions. Moreover, the commission said school dropout rates grew with the implementation of zero tolerance policies in schools and commissioners also found a decline for young men of color enrolled in post-secondary education.

Led by former Congressman Ron Dellums, the commission made a series of recommendations for changing the course and addressing the wayward policies. Almost immediately there were a series of direct actions spurred by the commission’s work, further demonstrating the impact of the WKKF investment:

- Legislation was filed by members of the Congressional Black Caucus, creating an Office of Men’s Health within the Department of Health and Human Services that would address the disproportionate diseases suffered by men of color.
- The Black Administrators in Child Welfare led an effort to get states to implement recommendations designed to improve the way young men of color are handled in the Child Welfare Systems and after they leave the systems.
- The Links, Incorporated, an organization of more than 10,000 women of color, hosted a forum at the National Press Club to discuss issues related to re-authorization of the No Child Left Behind Act and the aspects of the law that contribute to pushing young men of color out of schools.
- Fulton County, Ga. launched a major effort to implement recommendations from the Dellums Commission related to criminal justice. They sponsored a Drug Policy Strategic Planning Session to begin reforming drug laws in Fulton County - and ultimately in the state of Georgia.

“The Dellums Commission ignited a flurry of activity that has better positioned young men of color for success,” says WKKF’s Christopher. “Opportunities are being created that help them stay in school, keep out of jail and be trained for meaningful jobs in our society.”

In 2010, WKKF launched America Healing, an investment of $75 million over five years that is exposing structural inequities in communities, working to redress these issues, and then helping communities heal racial wounds so they can progress together. It’s a strategy for lifting up racial healing so communities can move closer toward racial equity, while dismantling the structures that limit opportunities for vulnerable children.

“The role of racial healing in America—why it’s so important—ties back to the fundamental flaw in the design of America,” says Christopher. “The fundamental flaw was that our country was built on the fallacy of a hierarchy of human value, which places whites at the top and people of color at the bottom of the social and economic ladder. And because the nation was built on this fallacy, the majority has clung to it, even though it sharply contradicts the equality that we are supposed to embrace as a nation.”

America Healing, together with communities and WKKF grantees, is countering that fallacy of racial hierarchy. We are disproving stereotypes, funding innovative research and helping to create opportunities that will allow children to enjoy a better future.

WKKF released a national survey of Latino adults that provided comprehensive information about the Latino experience in the U.S. Among the findings were that Latinos, ranging from new immigrants to long-time U.S. citizens, are keenly aware of discrimination and inequities, but remain optimistic about the future, particularly their economic conditions, personal health status and the quality of public education for their children.

In Chicago, the Little Black Pearl Art and Design Academy gives
urban students a community-based arts and entrepreneurship option within traditional education. Harvard scholar David Williams has pioneered research on the effects of unconscious bias on people of color in their daily life. UCLA scholar Phillip Goff has conducted critical research on what motivates the behavior of police officers toward people of color. The Advancement Project worked with the U.S. Department of Education and the Department of Justice to shape new guidelines for school discipline, a move to reduce the disproportionate number of black and Latino children suspended from public schools. Working with the Altarum Institute, WKKF released the “The Business Case for Racial Equity,” a study that quantifies the cost of racism in the U.S. and outlines the financial benefits of ending racial bias.

Another significant America Healing initiative was organizing and providing funds to the leaders of civil rights organizations representing various races and ethnicities. These “anchor” organizations, which include the NAACP, La Raza, Asian & Pacific Islander American Health Forum, National Urban League, Race Forward, National Congress of American Indians and others, meet quarterly and strategize on how they can unite to dismantle structural racism in America.

Some of the anchor organizations were seen as competitors, both for attention and fundraising. But they began working together more frequently. Christopher says a defining moment came after the August 5, 2012, attack on the Sikh temple in Oak Creek, Wi., where six people were killed and four others wounded. “The entire group stood up, and said, ‘If you bomb a Sikh temple, those are my people. We are in fact brothers and sisters,’” says Christopher, noting that the anchors issued a joint statement condemning the attack.

****

Tabron strongly believes that so much more can be accomplished with collaborations that bring together the intellectual power and resources of foundations, communities, government, non-profits and corporations in efforts to dismantle racism. “We’re not trying to pulverize and blame,” she says, “but we’re painting a vision of a more holistic and inclusive future.”

The next journey for WKKF is with the Truth, Racial Healing and Transformation (TRHT) Commission and process, which is led by Dr. Christopher. The TRHT will engage local communities in racial healing, while working to end inequities linked to historic and contemporary beliefs in racial hierarchy. Working with major corporations, as well as civic and community organizations, the process will bridge embedded divides and generate the will, capacities and resources required for achieving greater equity in our communities.

“The process will reveal truths related to the national racial hierarchy belief system and heritage of the U.S. fostering healing and producing actionable recommendations for policy and structural change,” says Christopher. “The truth and healing activities will be community based emphasizing the importance of local history and culture. Activities and conversations will be inclusive and designed to authentically capture stories and experiences reflecting multiple perspectives.”

Barbara Ferrer, the WKKF’s chief strategy officer, says TRHT will bring forth “the very best” that we all have to offer toward building a just society.

“TRHT is creating a framework for the country to engage in processes around understanding our history and the legacy and the experiences, and for the truth telling part of this, and allowing that to happen at a national level with national partners and at a national discourse, but also in our local communities,” Ferrer says. “At the same time, understanding that for us, the process has meaning because it allows to come together, work together on behalf of all children.”

It’s another bold step for the Kellogg Foundation.
Jawaan Daniels strolls the halls at Lafayette High School in Buffalo, New York, rather than attending class. Jawaan is caught, suspended from school, and within minutes the 15-year-old is fatally shot at a bus stop. His death on June 11, 2010, has been a rallying cry for rescinding school discipline policies that suspend children of color at disproportionate rates, often for minor infractions that send them home or into the streets.

One in three Native American women report being raped during their lifetime. Native women are two and half times more likely to experience sexual assault crimes compared with all other races, according to the U.S. Department of Justice. “It’s almost like non-Native people have a license to brutalize Native women,” says Tina Olson, co-director of Mending the Sacred Hoop in Duluth, Mn., lamenting the jurisdictional hurdles that make it difficult to arrest and prosecute non-Natives for these crimes.

Thousands of children, the sons and daughters of immigrants, languish in foster care in states around the country after their parents are detained or deported by federal immigration authorities. The children can spend years in foster homes, with some put up for adoption when the parents lose custody rights. Neither state nor federal officials have found a solution, causing thousands more to enter the child welfare system each year.

In instances like these, children of color and their families encounter legal and societal barriers—policies, regulations, laws and other forms of structural racism—limiting their opportunities for success. Throughout our nation’s history, structural inequities, as well as conscious and unconscious biases, have created barriers that are major contributors to the racial and ethnic disparities in wealth, health, education, housing and employment for people of color.

These barriers affect the quality of life for these families, often dictating where people can live, whether personal safety is threatened, if medical services are readily available and what education is offered to their children. Many people of color recognize that racial and ethnic barriers exist in our society, having suffered the harsh effects. But they may also feel powerless to overcome these impediments created by centuries of racial hierarchy.

“The cumulative effects of racialized structural barriers and the everyday harms of implicit bias mean that racial difference is far
too often an omnipresent obstacle to full belonging in our society for people of color,” says Rachel Godsil, a law professor at Seton Hall University and co-founder of the Perception Institute. “While most people of all races and ethnicities subscribe to the egalitarian goal that race or ethnic difference should not prevent children from thriving, our allocation of resources and our behavior fail to reflect those goals.”

Despite all the anguish in communities of color from these challenges, the harm created by racial and ethnic barriers, such as rigid school discipline policies, criminal justice failings, outdated immigration laws, segregated housing, mass incarceration, and child welfare regulations are often unnoticed by the majority of our society.

“There’s this tension between the persistence of structural inequities and the fact that the vast majority of white Americans define themselves as ‘not racist,’” says Katrina Browne, a white woman whose ancestors were once the nation’s most prominent slave-traders. “There’s this attitude and set of emotions that makes the average white person feel they are not contributing to the problem of racism today and nobody they know is racist. The challenge is how to help white Americans understand the persistence of structural inequities, which are obviously borne out of a whole host of statistics in terms of income, housing, health, educational disparities…the list goes on and on.”

Browne, director and producer of the PBS documentary “Traces of the Trade: A Story from the Deep North,” says, “One of the greatest challenges is how to inspire white folks to be a part of the solution when they don’t think they’re part of the problem.”

That’s where the Kellogg Foundation has played a critical role. Through decades of racial equity work, the foundation’s programs and initiatives have identified racial and ethnic barriers, supported extensive research into finding solutions and helped communities heal from the wounds and implement change.

The disparity in school discipline rates, especially suspensions, contributes to the barriers faced by minority teenagers and young adults. The death of Jawaan Daniels highlights the consequences that arise from punitive and uneven school discipline policies applied because of conscious and unconscious bias.

A study released in 2015 by UCLA’s Civil Rights Project found that in the 2011-12 school year, 16 percent of African American students and 7 percent of Latino students were suspended across the country, compared with just 5 percent of whites. School suspensions can strain relationships between students and teachers, which create additional hurdles for these children to learn in the classroom.

“Research shows that a child suspended from school is more likely to fail classes, more likely to drop out, more likely to end up in the juvenile justice system, more likely to end up in the criminal justice system and more likely to live a life of poverty,” says Judith Browne Dianis, co-director of the Advancement Project, a WKKF grantee working with communities and the federal government to adopt fairer school discipline policies.

“We know if a young person isn’t in school, they’re not learning,” Dianis says. “If they’re not learning, they’re more likely to fail. Suspensions take them out of learning environments, sometimes even putting them in dangerous situations.”

Still, Dianis says that progress is being made, noting that 10 or 15 years ago racial disparities in school discipline weren’t even talked about. Today, she sees efforts to disrupt the school-to-prison pipeline, zero tolerance and three strike policies. The Advancement Project’s work helped convince the U.S. Department of Education and The U.S. Department of Justice to issue their first guidance to school districts on what constitutes discriminatory school discipline.

“Suspensions are the easy thing to do,” Dianis says. “It’s so easy to send a child to the principal’s office and kick the child out
of school. What they should do is get the parents in, figure out the root causes of the trouble. Public schools have an interest in making sure that every child is successful, so they must figure out a way to do it. It’s time to reinvest money to prioritize more counseling in school rather than more police in schools.”

Dr. Gail C. Christopher, WKKF’s vice president for policy and senior advisor, says the flawed criminal justice system is the barrier at the heart of centuries of racial hierarchy.

“People have to understand that from the beginning, the criminal justice system, the policing system, the use of force to sustain the hierarchy has been the hallmark of America,” Christopher says. “The legacy of racism in this country is probably more deeply embedded in the policing and criminal justice system than any other system. And it’s the most lethal.”

The statistics paint a bleak picture.

The Sentencing Project, an organization that works for a fair and effective U.S. criminal justice system, reports that more than 60 percent of the people in prison are racial and ethnic minorities. Their report to the United Nations Human Rights Committee projects that if current incarceration rates continue, one in every three black males and one in every six Latino males born today can expect to go to prison at some point in their life, compared with one in every 17 white males.

The barriers created by the criminal justice system run far deeper than the racial and ethnic disparities in the incarceration statistics. The deaths of unarmed men, women and children of color during encounters with police, as well as the apparent favoritism shown towards police in race-related incidents in courts, is unleashing anger and frustration in communities. A poll commissioned by WKKF of Latino families in the U.S. found that 37 percent said that law enforcement officers treat Hispanics unfairly, 18 percent said they know family or friends who were victims of police brutality, and 59 percent said they would change something about their local police.

Furthermore, the justice department acknowledges that arrests occur in 13 percent of sexual assaults reported by Native American women, compared with 35 percent for blacks and 32 percent for whites. A 1953 federal statute only allows law enforcement authorities in only six states—Alaska, California, Minnesota, Nebraska, Oregon and Wisconsin—to have jurisdiction over crimes involving Natives on Native lands. Thus, while data shows that non-Natives commit 88 percent of violent crimes against Native women, in the majority of states, non-Native perpetrators aren’t held accountable for their actions.

“As a result of social media, we are seeing the ugliest and most vicious expression of bias – both explicit and implicit – in law enforcement,” says Godsil, a WKKF grantee who has studied how unconscious bias affects police actions. “While many police departments, judges, and more recently, prosecutors, are seeking training about how to change behaviors that are a result of bias, the work is nascent. People of color deserve to be respected and valued as members of the community to be protected by law enforcement – and the far too many instances in which this doesn’t occur and the lack of confidence reasonably felt within communities of color are an urgent crisis.”

When the Fair Housing Act was enacted in 1968, the intent was to end housing discrimination in the U.S., addressing a key factor contributing to housing segregation, which is a barrier on the roadway to success. But nearly 50 years later, a significant number of people of color, particularly low-income blacks and Latinos, live in largely segregated communities with low-performing schools, disproportionate environmental risks, fewer jobs and the crime, economic and social challenges associated with poor, urban neighborhoods.

“We are seeing an increase in combined racial and economic segregation; it is the biggest threat to our democracy,” says Philip Tegeler, president and executive director of the Poverty & Race Research Action Council. He notes that a recent Rutgers
University study found that extremely poor neighborhoods, with over 40 percent poverty, have nearly doubled since 2000, increasing from 7.2 million to 13.8 million people.

“Most of those people are children,” Tegeler says. “Housing segregation is at the root of many of the other racial disparities we see in our society – unequal schools, unequal policing, a deepening income and wealth gap, severe unemployment among African American youth, and gross disparities in community services, environmental exposures and health outcomes.”

Moreover, Richard Rothstein, an expert on housing segregation and a research associate at the Economic Policy Institute, asserts that explicit federal, state and local government policies led to racially segregated urban areas. A year ago, he wrote for Education Week about the link between segregated housing and education.

“Schools that most disadvantaged black children attend today are located in segregated neighborhoods far distant from middle-class suburbs,” Rothstein says in his piece. “Our ability to desegregate is hobbled by historical ignorance. We’ve persuaded ourselves that residential isolation of low-income black children is only de facto—the accident of economic circumstance, personal preference and private discrimination. Unless we relearn how residential segregation is de jure—

Far from the spotlight, there are barriers ravaging specific populations.

More than 50 percent of Native American children have untreated tooth decay, a condition that causes pain, forces missed school days and can be a prerequisite for serious diseases. This stems from a shortage of dentists. On average, according to Dr. Terry Batliner, associate director for the Center for Native Law Health Research at the University of Colorado, the ratio of dentists-to-people is one to 1,600. In Native communities, he says it’s generally one dentist to 3,800 or 4,000, and far worse in isolated areas: the Pine Ridge reservation in South Dakota has seven to nine dentists to treat 35,000 to 40,000 people.

“What that means is that in many of these communities, over half of the kids have to go to the operating room to get their teeth fixed,” says Batliner, whose organization is a WKKF grantee. “Access to that type of care is not as good as it should be. There are a lot of kids who aren’t treated, who don’t get treatment and are left in pain.” Batliner credited WKKF with supporting expanded use of dental therapists to improve access to dental care.

Federal and state officials have been slow to enact solutions for child welfare problems when undocumented parents are detained or deported. In a 2011 study, the organization Race Forward, a WKKF grantee, found that thousands of these children were being placed in foster care or even adopted.

“We said that this problem would continue if deportations continued at the 2011 rate,” says Rinku Sen, the executive director. “While deportations have slowed some, we don’t have the comprehensive immigration reform that would truly shift the deportation system, and problems in immigrant detention continue.”

Sen cites a recent case in Arizona where undocumented grandparents, Olivia and Francisco Perez, were denied custody of their granddaughter after their daughter was sent to prison.

“A lot more needs to be done to end mass deportation and detention of immigrants,” says Sen. “We are in the process of thinking through what further research or interventions we might make.”

Another unresolved child welfare issue is traumatizing Native American families. Native children are being removed from their families at disproportionately high rates; the practice is worse in states with the highest percentage of Natives to the
state populations, such as Alaska, South Dakota and Montana. The National Council of Juvenile and Family Court Judges’ 2015 report says that Native children nationally are represented in foster care two and half times their percentage in the general population.

Sarah L. Kastelic, Ph.D., executive director of the National Indian Child Welfare Association, says research shows when judges are presented with the same circumstances for Native and non-Native families, Native children are three times more likely than children generally and four times more likely than white children to be removed at the first encounter. Native families are also less likely to be offered supportive services to keep families together.

“The removal from their families is deeply traumatic for Native children,” Kastelic says. “Twenty percent of children placed in foster care suffer from post-traumatic stress disorder, a rate higher than that of U.S. war veterans. Staggering rates of unwarranted removals are unnecessarily traumatizing Native children and families.”

Kastelic says the removals are a barrier to success for Native children.

“We know that children—all children—fare best when they can grow up safely in their families and communities,” she says. “Removing children unnecessarily robs children of their sense of identity, belonging and culture. In Native children and youth, we know that culture is a strong protective factor. Cultural identity and ethnic pride result in greater school success, lower alcohol and drug use and higher social functioning.”

WKKF believes that to overcome these and so many other barriers, communities should heal their racial wounds to pave the way for progress, encouraging people of different races and ethnicities to work together to break down the barriers to success and create environments where their children can thrive.

Brown, who leads and participates in healing sessions, says her priority is providing whites “a conceptual framework” that helps them understand that they are benefiting from privileges for whites and government handouts.

“In the middle of the 20th century, there was a major investment in creating a white middle class with the GI Bill and access to homes and college loans,” Brown says. “It was a real boost. Most white folks whose parents or grandparents benefited from those types of programs have no awareness of those benefits…black GIs weren’t given those same loans. There wasn’t a helping hand to help create a black middle class in the 20th century, and if anything, it was obstacles at every turn.”

Brown says WKKF has facilitated healing by emphasizing the role that unconscious bias plays in our society. “The concept of implicit or unconscious bias is getting out there more than ever before,” she says, adding that more white people today understand the meaning than three or four years ago. “I know from my own work that concept goes a long way because white people recognize themselves and they go, ‘Oh yeah, I do have that,’ whereas when you say, ‘Are you racist?’ They say, ‘No!’ They recognize themselves more now.”

Jerry Tello, an internationally-recognized authority in family strengthening, therapeutic healing, cross cultural issues and motivational speaking, agreed with Brown that healing is an essential part of breaking down the barriers to racial equity.

“Health really is an emotional, spiritual process,” he says. “You can change policies, you can change systems, but unless you are willing to face one another, to sit in a circle with one another, to acknowledge where you’re at in this journey as an individual, as a community and we as a country… Racial healing is like the sister of racial equity. They have to walk together because we hurt as interconnected family, and we have to heal as interconnected community.”
HEALING OUR NATION

Racial Healing, the Power of Narrative and Stories of Healing

Racial Healing: A Foundational Step
A Letter from Dr. Gail C. Christopher, Vice President for Policy and Senior Advisor

Narrative Matters: Our History, Our Future
A letter from Chief Strategic Officer Barbara Ferrer

“America has an opportunity to become a world leader in racial healing. There’s an urgency to address this issue today. The changing demographics demand that something be done — most children in our near future will be kids of color, and too many will live in poverty. It creates an imperative for the nation to change the future now. We cannot wait another 100 years.”
RACIAL HEALING: A FOUNDATIONAL STEP
A Letter from Dr. Gail C. Christopher, Vice President for Policy and Senior Advisor

Have we ever, as a nation, really even imagined an America that has honestly faced its divided legacy and united behind creating equitable economic and educational opportunities for all of our children no matter where they happen to live? These challenges have always been framed as political or partisan rather than as human and community priorities. Today’s changing demographics coupled with recent exposure of violent inequities are now driving public opinion toward a tipping point on the need to address racism. According to a CNN/Kaiser Family Foundation poll covering August through October 2015, 82 percent of Americans now think racism is a problem in America and 49 percent of those (almost half) think it is a big problem. Will we respond to this moment with the wisdom of native or indigenous people and create a healed America for our grandchildren and seven generations yet to come? Today’s technological revolution could be used to leverage social science and civic readiness to usher in a new era in our journey as a nation.

This unprecedented moment could mark the beginning of a healed and transformed America, one that has put racism behind us because we no longer believe in it consciously or unconsciously, nor do we allow it to shape our communities, our economy and our democracy.

“Racial bias is an often unspoken part of the American fabric. Through the ages, America has attempted to address racism. Strides were made when slavery was abolished, with the legislation of freedom, the era of Reconstruction and the Civil Rights movement of the 1960s. But these measures and eras were brief episodic moments in our nation’s long history. They did not delve deeply enough into racial healing or try to uproot conscious and unconscious beliefs in racial differences and racial hierarchy. The legacy of racism still affects children, families and communities.”

There is tremendous learning, as well as the potential for healing divisions and inequities in our society within the true story or narrative of how we came to be the America that we are today. We must explore this largely hidden story together and find answers to critical questions. We must learn from history so as not to repeat or perpetuate past errors. How did what we now know to have been absurdly wrong, the idea of a taxonomy – a human hierarchy based on superficial physical characteristics such as skin color, facial features and hair texture become a central organizing principle of our democracy? Why was it allowed to persist for centuries? What reinforced the idea that some people deserved basic care and human rights to life, liberty and the pursuit of happiness; while millions of people did not? How has this belief shaped our public policies and systems including housing, immigration, justice and education? To what degree was and is this embedded belief still used today both consciously and unconsciously to justify conditions that foster poverty, segregation and continued relegation to struggle for so many in this country as they try to achieve innate desires for freedom and worth?

Today most of the children born in the United States of America are children of color. They deserve to know the answers to these questions. Moreover, they deserve to grow up in a country that has truly jettisoned that historic taxonomy of human value; the belief in a hierarchy of worth which would relegate them to a lesser place in society and deny them opportunities for realizing their full potential. Racial healing activities help generate public will at both individual and community levels to unite and work together to create more equity. There is much work that remains to be done to uproot the legacy of racial hierarchy and assure the resources and protective factors that all children need.

Residential segregation must be addressed and reversed because it often concentrates poverty, under resources schools and many other requirements for optimal child development. Safety and crime control are of paramount importance too, given the associated trauma and adversity to which too many young children of color are exposed. The epidemic of racialized mass incarceration is leaving indelible scars in economic and family structures for far too many children today. But none of these issues can be effectively addressed without linking the patterns to systemic and historic dynamics of racial hierarchy and denied human value.

Tragic shootings in Charleston, South Carolina, in June 2015 led to a call for removing the confederate flag from that state’s capitol building. The confederate flag symbolizes adherence to past ideology. It also represents an embedded belief in a hierarchy of human value upon which South Carolina’s, as well as America’s, foundational legal systems, public policies and economic strategies were built and sustained. The legacy of this belief is represented today in persistent patterns of inequality which cannot be allowed to continue if the United States is to remain economically viable. If the average incomes of minorities were raised to equal their white counterparts, total US earnings would increase by 12 percent or nearly $1 trillion. The earnings gain would result in $180 billion in corporate profits. Closing the education gap between African American and Hispanic students and white students would have increased the U.S. GDP by 2 to 4 percent in 2008, representing between $310 billion and $525 billion.

By closing the earnings gap and educational gap, businesses, government and the overall economy stand to see great economic
Americans can come together, and change attitudes and beliefs, we can hold each other accountable, and begin the hard work of racial healing in our homes, schools, media, neighborhoods and places of worship.

DR. GAIL C. CHRISTOPHER
growth. While the economic gains would be measurable and concrete, moral and ethical leadership benefits outweigh economic gains for the U.S. on local, national and global scales. A large scale racial healing process is an important foundational step to producing needed societal changes.

There is a growing recognition of the basic human need and desire for peace. Today’s, as well as previous, generations of war refugees and those seeking freedom from terror and instability provide a palpable reminder that as a species the human family is driven to escape from conflict, oppression and suffering. We are also reminded that cruelty will not be tolerated forever. Experiences of compassion, empathy, love and kindness are not only human needs, they are human rights. The concept of healing is at its most fundamental level an expression of this reality. To heal is to relieve suffering, to foster wholeness and well-being. Racial healing acknowledges the suffering, protracted inhumanity and cruelty caused by adherence to the belief in a hierarchy of human value. Racially-based denial of the full humanity of millions of people has persisted for centuries in the United States. This belief and ideology was legally sanctioned, violently enforced and culturally normalized despite its absurdity. But the human spirit will not be defeated. The system was met with courageous, determined and continuous resistance by diverse groups of people. Our true history is filled with stories of cooperation, compassion and solidarity across racial and ethnic groups. These responses led to tremendous progress, resilience and landmark victories that affirm human and civil rights. The true story, the narrative about the creation and maintenance of, as well as the resistance to and ultimate (but yet to be realized) demise of a racialized culture in the United States is a collective story of our shared relationships. It embodies the true American history as one of diverse groups that “people” the United States and sovereign Indian Nations. This narrative, with all its nuanced implications has yet to be fully told, embraced or understood.

WKKF racial equity/racial healing investments and grants have generated insights, such as the mechanisms of unconscious bias, and the power of narrative to shape perceptions, the efficacy of healing circle methodologies in building trust and relationships, while helping to alleviate internalized racial anxiety, adversity and stress. These and related tools and mechanisms can now be leveraged to design an appropriate racial healing process for this nation. In addition, the WKKF approach to racial healing is an inclusive approach. By focusing on our humanity, the approach engages many diverse communities: Native American, Latino, Asian American, Pacific Islander, Native Hawaiian, African American, Arab American and white. The proposed racial healing process for the United States would engage all of these groups within local communities across the nation and focus on developing the capacity to embrace our individual and collective humanity. Healing experiences would not be designed as a forum which emphasizes victims or perpetrators; it would be designed as a way to change deeply held beliefs and to address their larger consequences.

If we are as a nation to finally jettison the theory of humanity as a hierarchical taxonomy what are we to replace it with? The good news is that the late 20th century and the 21st-century offer us new insights into human genomics, neuroscience and social sciences that are extremely helpful as we transform our understandings and ways of relating to one another. For example, when we say race is a social construct that has no basis in biological science we can also assert that there is more genetic difference within previously defined racial groups then there is between them. Human genome research has established this as fact. There is also now solid evidence about the geographic origins and historic migration patterns of the entire human family. There is scientific consensus that we all trace our beginnings back to the continent of Africa. But if history is any predictor we know it can take decades sometimes more than a century to replace an archaic emotionally charged idea with a new concept that shatters institutional and individual biases. But today’s information technology can be used to leverage rapidly evolving insights in the field of neuroscience to help us identify and overcome our biases. Organizations such as local police departments and public defenders are now using computerized implicit association tests to identify and reduce their own biases. This kind of work must be taken to scale as part of a comprehensive national racial healing strategy.

America must finish this unfinished business. We cannot just acknowledge, or merely use recent tragedies to raise awareness of the problem; we must heal the cause. Americans can come together, and change attitudes and beliefs, we can hold each other accountable, and begin the hard work of racial healing in our homes, schools, media, neighborhoods and places of worship. Healing must include all races and all social and economic classes. There must be a solemn commitment to this work, to unifying our nation, to rejecting racism, to finding strength, not resentment, in our differences. Our children, and collective futures are at stake.

America has an opportunity to become a world leader in racial healing. There’s an urgency to address this issue today. The changing demographics demand that something be done — most children in our near future will be kids of color, and too many will live in poverty. It creates an imperative for the nation to change the future now. We cannot wait another 100 years.
Narratives matter. Our stories describe our past, our experiences in the present and our hopes for our future. We carry the authentic history of our families, our cultures and ourselves within our stories. These narratives are how we make sense of our world and we expect that these stories will form the basis of how others understand us.

Unfortunately, too often the narratives advanced by the dominant culture distort, minimize and/or silence the real life experiences of individuals or communities of a different race or ethnicity. These distortions are harmful, and often used to support structural racism and acts of discrimination that have a devastating impact on communities of color and the country as a whole.

At the Kellogg Foundation, we strive to partner with others to build racial equity and dismantle a system rooted in a belief in a hierarchy of human value. Our vision is one of a nation that marshals its resources so that all children thrive, and our goal is to ensure the optimal development of all children. We emphasize the word “all,” because too often children of color lack access to the resources that support their development, including opportunities to gain a quality education, live in healthy and safe communities and grow up in families that are financially secure. The resulting inequities in health, education and sustainable income outcomes are rationalized through false narratives; stories are told that blame children of color for failing schools, that malign black mothers for experiencing infant mortality rates that are two to four times higher than death rates for white babies and that promote racial profiling as the best way to protect neighborhoods.

At the foundation, we honor the authentic narratives of all peoples in order to close the opportunity gap that affects the lives of far too many children. Authentic narratives capture the complexity of humankind, allowing us to better understand each other and to hear the truth about our collective experiences. These authentic narratives illustrate how racism is a chronic stressor that has a detrimental impact on health outcomes, and how racism protects a set of structures and experiences that limit access for people of color to opportunities and resources.

TRUTH TELLING AND UNDERSTANDING THE LIVED EXPERIENCE

The Kellogg Foundation firmly believes that all people have the inherent capacity to best articulate their own challenges and identify those opportunities that need to be embraced to support the well-being of children. This “knowing” results from their “lived experiences” and the opportunity to reflect and tell their stories. We hear stories that capture both the experiences of those who every day reap the benefits of white privilege and of those who every day face limitations and barriers to opportunities because of the structurally imposed hierarchy of human value. As our Vice President for Policy and Senior Advisor, Dr. Gail Christopher would say, we must listen carefully in order to better understand how we are all hurt by the experience of racism—how racism makes us all feel and/or act less than human. As we begin to understand our collective history and support genuine truth telling about our histories, we change the narrative. And it is precisely this narrative change work that raises the possibility of re-connecting with our common humanity and uniting for change.

Through meaningful truth telling and sharing our stories, we fracture false narratives and begin to understand the impact that a hierarchy of human value has had on our ability to know and genuinely understand one another. Truth telling bears witness to the powerful experiences of Native Americans, African Americans, Latinos, Afro-Caribbean individuals, Asian Americans and Arab Americans. The stories of immigrants who have been here for multiple generations and from those just arriving teach us about our fundamental connections to each other across geographies and ethnicities.

Rooted in deepening our understanding of the strength in our diversity is the possibility of changing hearts and minds and uniting to dismantle a belief in a hierarchy of human value.
The year 2007 was not a banner year for racial equity or racial justice in the U.S. The Supreme Court limited the use of race in school integration plans. In Jena, Louisiana, six black high school students were convicted of beating a white student after white students invited black students to sit at the base of a tree from which they had hung nooses. A Gallup Poll reported African Americans' overall views of black-white relations in the U.S. at a six-year low.

But there were bright spots. For example, 2007 was also the year the W.K. Kellogg Foundation Board of Trustees set the stage for support of a national conversation about race by declaring the foundation an effective antiracist organization that promotes racial equity.

I imagine our founder, W.K. Kellogg, would have been especially proud in that moment. As a philanthropic organization, the values and mission championed by Mr. Kellogg are critical parts of our DNA. Racial equity is central to these values. The foundation’s Articles of Association describe its purpose as, “... promotion of the health, education, and welfare of... children and youth... without regard to sex, race, creed or nationality...” And that description is based on the Children’s Charter, which Mr. Kellogg helped draft as a member of President Hoover’s White House Conference on Child Health and Protection. It specifies the rights of every child in America, “regardless of race or color or situation...”

I joined the WKKF board in 2007, so my participation in discussions leading to the trustees’ declaration was limited. But as vice president for agricultural administration at Ohio State University, I had been actively engaged in the university’s conversations about racial equity and inclusion. And even to a newcomer to the foundation, WKKF’s commitment to antiracism was clear. The board itself was fairly diverse by then, as was the staff. And the foundation had been engaged in antiracist grantmaking for decades, from its support of Historically Black Colleges and Universities to its support of Native American and Hispanic educational and school-readiness initiatives.

In fact, with its 2007 declaration, the foundation was inaugurating a conversation about an issue and a position it was already acting on internally and externally.
Progress hasn’t been and won’t be easy or fast. But progress can be and is being made...

BOBBY MOSER
Today, the Kellogg foundation maintains a strong focus on diversity, racial equity and inclusion in its organization and its programming. Fully half the trustees are people of color and the staff is nearly as diverse. And WKKF’s support of work to promote racial equity and racial justice has never been stronger. The foundation’s America Healing initiative is an unprecedented effort to address the devastating effect of racial inequities on communities across the country. In 2015 alone, the foundation was one of 10 making initial pledges on behalf of President Obama’s My Brother’s Keeper initiative. And WKKF was among the 26 original signatory members of the Executive Alliance to expand opportunities for boys and men of color. To-date, the foundation has invested more than $135 million in racial equity efforts.

This work is not always comfortable or popular. In addressing historic and contemporary biases and structural inequities, we’re dealing with complex, challenging issues. And there were times in 2015 when – from Ferguson to Charleston to New York – the challenges seemed great indeed.

But that makes our focus even more important, and indications of progress particularly gratifying. In a democracy, change begins with conversation. As the foundation applies its principles in its grantmaking, it is raising the awareness of a great many people. We are helping heighten the importance of the conversation, of talking about race, about systemic racial inequities, about the need for racial healing.

The significance of this effort became especially clear to me at an America Healing convening in Asheville, North Carolina, in May. Healing circles were a prominent feature of the event, creating opportunities for people to talk about these issues in a safe, constructive way. Still, these were not easy sessions. People struggled with admissions and feelings that were painful to discuss. But in making the effort, they were furthering the healing process for themselves and those around them. More than once I heard people say that they had spoken and listened more and more authentically in their healing circles than they had ever done before.

As retiring board chair and trustee, reactions like those make me optimistic about the future. Of course, there is much work to be done—from helping communities create economic conditions that promote employment and economic security—to helping businesses recognize an entire population of young people who are hungry for opportunity—to encouraging organizations to model internally the changes they hope to see externally.

Progress hasn’t been and won’t be easy or fast. But progress can be and is being made—by communities eager to improve the lives of their members—by grantees and others energized to build a racially equitable and just nation—by individuals willing to confront and address uncomfortable truths about issues like structural racism and implicit bias.

It begins by having the conversation.
As part of the W.K. Kellogg Foundation’s America Healing work, The Racial Equity Resource Guide presents the collective insights, resources and tools of individuals and organizations that have been working to foster racial healing and racial equity in communities within our nation. The materials found on www.racialequityresourceguide.org have been developed with the help of the America Healing community and racial equity field. The directory of materials features practical resources, including articles, organizations, research, books, media strategies and training curricula for organizations and individuals working to achieve racial healing and equity in their communities.

This digital resource guide is designed to cater to you, allowing for a fully personalized or customized set of resources that fit you or your organization’s needs. You can start with a pre-made toolkit or build an entirely new one by filtering by areas of focus, issue areas or material type. After you’ve registered and customized your toolkit you’ll have the option to save it or generate a PDF and be given a link for downloading and sharing. We also encourage users propose new resources to be included on www.racialequityresourceguide.org.

The materials provided in the Resource Guide are classified into four main areas of focus:

- The Media and Communications resources offer the necessary guidance on how to address traditional media, social media and media related organizations
- The robust selection of Racial Healing materials can provide valuable sources of information and inspiration, successful strategies and practices and potential collaborations
- The Research for Action materials make up an extensive list of topic areas and resources to activate within these and equip you with the information, research and data necessary to address your needs
- The Organizational Alliances section provides an abundance of racial healing and racial equity-focused organizations around the country. This extensive list will help you find peer and ally organizations and build momentum in your own organization’s work
The W.K. Kellogg Foundation was established in 1930 by breakfast cereal pioneer W.K. Kellogg, who defined its purpose as “…administering funds for the promotion of the welfare, comfort, health, education, feeding, clothing, sheltering and safeguarding of children and youth, directly or indirectly, without regard to sex, race, creed or nationality…” To guide current and future trustees and staff, he said, “Use the money as you please so long as it promotes the health, happiness and well-being of children.”

The foundation receives its income primarily from the W.K. Kellogg Foundation Trust, which was set up by Mr. Kellogg. In addition to its diversified portfolio, the trust continues to own substantial equity in the Kellogg Company. While the company and the foundation have enjoyed a long-standing relationship, the foundation is governed by its own independent board of trustees. The foundation receives its income primarily from the trust’s investments.

The Kellogg Foundation promotes racial healing while addressing structural racism. We seek to inform and change hearts, minds and the deeply-held, often unconscious biases that are frequently at the core of structural racism. The inequities faced by children of color – for example, harsher juvenile sentences in the court systems, and disproportionately high risk of exposure to environmental toxins – are clear. By elevating awareness and understanding of these inequities among communities, national networks and the media, and by creating tools for working together at the local, state, tribal and national levels, we seek to fundamentally improve outcomes for children confronted by these barriers.

We make nationwide grants to address the interrelated nature of racial healing and racial equity. In 2010, we launched America Healing, an initiative designed to ensure that all children in the U.S. have an equitable and promising future.

In our priority places of Michigan, Mississippi, New Mexico and New Orleans, we make targeted investments focused on the most severe inequities and the highest barriers to success faced by children of color in those communities.