

Resume/Curriculum Vitae

FRANK J. OMOWALE SATTERWHITE, Ph.D.

Current Position: Founder and President, Leadership, Incorporated



KEY QUALIFICATIONS

- Broad and unparalleled experience in providing management and facilitation services to non-profit, social change organizations as well as foundations and public agencies with a strategic interest in transforming low-income communities. Dr. Satterwhite typically works with 40 to 50 client organizations each year and, over his career, has directly assisted more than 1,300 organizations in over 150 cities and 40+ states.
- Broad and unparalleled experience in providing technical assistance to foundation-sponsored, comprehensive community change initiatives. Dr. Satterwhite has served as the lead organizational development and/or civic engagement consultant for more than twenty comprehensive community change initiatives in cities across the country.
- Extensive experience in training community members/resident leaders, organizational leaders and consultants in the methodology of *“building capacity for social change in communities of color”*. From 2000 to 2007, Dr. Satterwhite trained more than 250 individuals in the San Francisco Bay Area with an interest in serving as organizational development consultants in communities of color (Professional Development of Consultants Program). From 2007 to 2009, he trained more than 200 individuals in fifteen cities across the country who were engaged in social change work in their communities.
- Broad and extensive leadership in the nonprofit management field. Dr. Satterwhite served as Board Chair of the Alliance for Nonprofit Management, the national trade association for management consultants working with nonprofit organizations
- Broad experience in developing and implementing innovative, higher education academic programs at Nairobi College (1968-1976), Oberlin College (1970-72) and Institute for the Study of Community Economic Development (1979-1982). Dr. Satterwhite was one of the founding board members of Nairobi College, a two-year, Afrocentric community college located in East Palo Alto, California. He established the first African-American Studies Program at Oberlin College, called the *African American Community and Student Development Program*, whose primary aims were to examine the university’s role in transforming communities of color and prepare students to fulfill that social responsibility. He also founded and piloted the Institute for the Study of Community Economic Development, a two-year, university-without-walls, Master of Science Program for executive practitioners in the field of community economic development.

EDUCATION

Stanford University

Ph.D. in Higher Education with a major in College Administration and a minor in Psychology

Southern Illinois University, Carbondale, Illinois

Master of Science in Education with a major in College Student Personnel Work and a minor in Psychology

Howard University, Washington, DC

Bachelor of Arts with a major in Elementary Education and minors in Secondary Education and Mathematics

FELLOWSHIPS

W.K. Kellogg Foundation, National Fellowship Program, 1986-1989

Project: Leadership and Community Change Programs in the Developing World

WORK EXPERIENCE

Leadership Incorporated

Founder and President, (2007- Present)

Executive responsibility for leading a nonprofit management consulting firm that provides capacity-building services for individuals, organizations, communities, foundations, governmental agencies and other institutional partners working to bring about social change in communities of color. Field responsibilities include technical assistance, training and consultation in the areas of organizational development, place-based community change initiatives, strategic planning, governance, program development, collaboration, team-building and civic engagement to build capacity for social change. (See website at www.leadershipincorporated.org).

Applied Management and Organizational Services

Founder and President, (2007- Present)

Executive responsibility for leading a for-profit management consulting firm that provides capacity-building services for individuals, organizations, communities, foundations, governmental agencies and other institutional partners working to bring about social change in communities of color. Field responsibilities include technical assistance, training and consultation in the areas of organizational development, place-based community change initiatives, strategic planning, governance, program development, collaboration, team-building and civic engagement to build capacity for social change. (See website at www.amosconsulting.org).

The New School

Visiting Professor, Scholar in Residence, Milano School of International Affairs, Management and Urban Policy (January, 2015 – June, 2015)

Academic responsibility for (1) facilitating a faculty dialogue to redesign the graduate degree management program offered by the Milano School; (2) teaching graduate management courses; and (3) supporting institutional activities dealing with on social justice issues.

National Community Development Institute (NCDI)

Founder and President, (1999-2007) Senior Advisor, (2007-2010)

Executive responsibility for founding and leading a non-profit intermediary organization that provided capacity-building services for individuals, organizations, communities, foundations, governmental agencies and other institutional partners working to bring about social change in communities of color. Field responsibilities included technical assistance, training and consultation in the areas of organizational development/ place-based community change initiatives, strategic planning, governance, program development, collaboration, team-building and civic engagement to build capacity for social change.

Community Development Institute (CDI)

Founder and President, (1979 – 2002)

Executive responsibility for founding and leading a non-profit intermediary organization that (1) played a pivotal role in incorporating, developing and transforming the City of East Palo Alto and (2) provided organization development and community-building services in communities of color across the nation. In East Palo Alto, CDI lead the initiative to establish the City of East Palo Alto (1979-83); sponsored a youth leadership training program that trained more than 1,000 middle and high school students (1986-1998); sponsored one of the first programs for at-risk Black males in the State of California (1989-1995); implemented various economic development programs in the areas of housing, commercial and business development (1984-1999); and played an active role in civic life of the community (1979-2009). In its intermediary role, CDI provided various capacity-building services for individuals, organizations, communities, foundations, governmental agencies and other institutional partners working to bring about social change in communities of color. Field responsibilities include technical assistance, training and consultation in the areas of organizational development, community change initiatives, strategic planning, governance, program development, collaboration, team-building and civic engagement to build capacity for social change.

Institute for the Study of Community Economic Development (ISCED)

President, (1978 – 1980)

Executive responsibility for founding and piloting a two-year, university-without-walls, graduate program offering a Master of Science Degree in Community Economic Development. Executive duties included program development/design, curriculum and instruction, academic administration, faculty recruitment, community services and research and evaluation. Dr. Satterwhite developed, organized and piloted the master's program for the National Training Institute for Community Economic Development (NTICED.)

Independent Consultant (1977 – 1978)

Executive responsibility for founding and leading a for-profit consulting firm and working as a management consultant in the areas of planning, program development and organization development.

Nairobi High School

Acting Principal (1976 -- 1977)

Executive responsibility for school administration, curriculum and teaching and parent education and engagement for an independent high school.

Ravenswood City School District

Acting Superintendent (1975)

Temporary executive responsibility for directing and managing an elementary school district including all aspects of the district's operations: curriculum and instruction, special education, early childhood education, personnel management, budget and finance, parent education/involvement, public relations and categorically-funded programs.

Ravenswood City School District

Assistant to the Superintendent (1973 – 1975)

Executive responsibility for co-designing and piloting the curriculum and instruction program for a new and innovative educational model called "Community Family Guided Education". Broad administrative duties in the areas of curriculum development (k-8), professional development (administrators, teachers and non-credentialed staff) and parent engagement (parent training and parent councils).

Administrative Assistant to the Superintendent (1972 – 1973)

Executive responsibility for administering a Teacher Corps Program in an elementary school district with specific duties in the areas of program development, staff development and parent engagement.

Oberlin College

Assistant Professor of Afro American Studies and Associate Dean, College of Arts and Sciences, and Director (1970 – 1972)

Executive responsibility for (1) establishing and administering the first African-American Studies Program at Oberlin College, (2) coordinating Oberlin's international education program and (3) representing Oberlin at the Great Lakes College Association. With regard to African-American Studies, broad administrative duties in the areas of program development/design, curriculum and instruction, academic administration, faculty recruitment, residential housing (Afro-House), community services (college/prison re-entry program) and research and evaluation. With regard to the Associate Deanship, broad administrative duties in the following areas: coordinating the international education program (including Oberlin Summer in Africa) and representing Oberlin at an inter-collegiate professional association.

Self-sponsored, Education Research Program in West, Central and East Africa (1971)

Visited seven countries in the sub-Sahara region of Africa to learn about the Africanization (decolonization) process and its applicability for the African-American community in the United States.

Western Regional Office, College Entrance Examination Board (CEEB)

Assistant Director (1968 - 1971)

Executive responsibility for (1) marketing a new CEEB community college admissions testing program (Comparative Guidance and Placement Program) in the western region and (2) representing CEEB on all higher education matters related to students of color (e.g., talent search, admissions, financial aid, counseling, housing and community relations).

San Diego Unified School District

Chairman, Leadership and Curriculum Team Rockefeller Counseling Project (1970)

Chief responsibility for planning and coordinating a professional development program for school counselors.

California State College at Los Angeles

Instructor, Summer Session (1970)

Served as an instructor and taught a summer course for high school administrators and teachers on “Working with Black Students and Engaging Black Communities”.

Nairobi College

Board Member and Faculty Member (1969 – 1976)

Served as a founding board member, core faculty member and administrative advisor to the college president at Nairobi College, a new, innovative, Afrocentric, university-without-walls community college located in East Palo Alto, California which served several thousand students over a ten-year period. Broad organizational duties in the areas of board governance, curriculum and instruction, student personnel services and community engagement.

University of California Medical Center, Extension Program Planning Committee,

Lecturer (1968)

Served as a lecturer and taught a course on the “Role of the University in the Community Change Process”.

OTHER POSITIONS

Southern Illinois University	Graduate Intern, Counseling and Testing Center	1966 – 1967
Stanford University	Research Assistant	1967 – 1968
IBM Corporation	Salary Analyst, Compensation & Benefits Dept.	Summer, 1965 & 1966
Safeway Stores	Cashier	1962 – 1965
Howard University	Student Resident Hall Advisor	1960–1962

PUBLICATONS AND UNPUBLISHED RESEARCH REPORTS, ARTICLES & TOOLKITS

Frank J. Omowale Satterwhite, Ph.D.

Below is a master list of publications and unpublished documents (doctoral thesis, articles/ reports and resources/toolkits) created by Dr. Frank J. Omowale Satterwhite during his professional career.

PUBLICATIONS

Book

- Satterwhite, Frank J. and Teng, Shiree, *Honor the Work: Building Capacity for Social change in Communities of Color*, National Community Development Institute, December, 2010

Articles

- Satterwhite, Frank and Davis, William, *A Blacker View*, Nommo: Power of The Word Black Student Newspaper, University of California at Los Angeles, 1976.
- Satterwhite, Frank J. Omowale, *Managing Quality Circles Effectively*, San Mateo County Office of Education, June, 1982
- Satterwhite, Frank J. and Teng, Shiree, *Culturally-Based Capacity Building: An Approach to Working Communities of color for Social Change*, CompassPoint, July, 2007, pp.1-14.

Membership Directory

- Satterwhite, Frank and Betty, *CAAAE Membership Directory*, California Association for Afro-American Education, 1970 and 1971

UNPUBLISHED DOCTORAL THESIS

- Satterwhite, Frank J., *Black Power and Education: A Political Theory and Model of Black Higher Education*, Stanford University, December, 1976

UNPUBLISHED RESEARCH REPORTS (Partial List)

- Satterwhite, Frank j. et. al., *Workshop on the Independent Black Institution, August 17-19, 1970*, California Association for Afro-American Education
- Wiltshire, Kimery and Satterwhite, Frank, *Characteristics of Effective Multi-Cultural Collaborations: A Research Report*", May, 2000
- Satterwhite, Frank and Wise, Andrea, *A Summary of the Best Community Building Practices for Individuals and Families, Organizations, Communities/Neighborhoods and Public/Private Institutions*, November, 2005
- Satterwhite, Frank and Wise, Andrea, *San Francisco Bay Area Regional Demographic Profile: A Research Report Funded by the Bay Area Black United Fund for the Bay Area African American Health Initiative*, March, 2006
- Satterwhite, Frank, *Lessons from the Field: Comprehensive Community Change Initiatives*, January, 2007
- Satterwhite, Frank, *Regional Planning Framework for Engaging Communities to Address Health Disparities in the African American Community*, March, 2007
- Satterwhite, Frank, *Sustainable Forestry & Land Retention Program Environmental Scan Report*, September, 2017

UNPUBLISHED ARTICLES (Partial List)

- Satterwhite, Frank, *Starting a Nonprofit Organization*, March, 2000
- Satterwhite, Frank and Smith, Sally, *Training Consultants to Serve in Communities of Color*, July, 2000
- Satterwhite, Frank, *Building Capacity for Social Change: A Strategic Approach to Community Transformation*, October, 2002
- Satterwhite, Frank, *Building Capacity for Social Change: Target Strategies for Engaging Individuals, Organizations and Communities to Build Capacity for Social Change*, July, 2003
- Satterwhite, Frank, *Building Capacity for Social Change: Summary of Outcomes, Strategies and Evaluation Indicators for the Six Transformational Capacity Building Areas*, July, 2003
- Satterwhite, Frank, *Building Strong Multi-Cultural Collaboratives: Why Collaboratives Fail*, May, 2005
- Satterwhite, Frank, *The Dynamic Stages of Diversity Conflict in Multi-Cultural Collaboratives*, May, 2005
- Satterwhite, Frank, *Building Capacity for Social Change: The BSCS Model*, September, 2005
- Satterwhite, Frank, *Strategic Planning in Grassroots Organizations*, February 11, 2006
- Satterwhite, Frank, *Thoughts on Community Engagement*, February, 2006
- Satterwhite, Frank, *Organizational Culture Framework: Elements and Functions*, April, 2008
- Satterwhite, Frank, *Program Evaluation Framework*, July, 2010
- Satterwhite, Frank and Teng, Shiree, *Reflective Practice: A Learning Process for Building Organizational Consensus*, December, 2010
- Satterwhite, Frank, *Planning and Evaluation for Community Impact*, January, 2011
- Satterwhite, Frank, *Overview of Strategic Planning in Community Organizations*, November 11, 2011
- Satterwhite, Frank, *Executive Transition Guide: Eight Steps that A Founder Can Take to Have a Successful Leadership Transition*, May, 2012
- Satterwhite, Frank, *Building Strong Multi-Cultural Collaboratives: Race, Class and Power Dynamics in Community Collaboratives*, August, 2012
- Satterwhite, Frank, *From Grassroots Survival to Organizational Sustainability*, June, 2012
- Satterwhite, Frank, *Organizational Sustainability Guide*, October, 2013
- Satterwhite, Frank, *Organizational Planning and Assessment Tools for Nonprofit Organizations*, October, 2013
- Satterwhite, Frank, *Emergency Succession Planning in a Nonprofit Organization*, January, 2014
- Satterwhite, Frank, *Four Levels of Accountability for Community Collaboratives*, February, 2014

UNPUBLISHED TOOLKITS (Partial List)

- Satterwhite, Frank, *Consultant's Handbook*, May, 2001
- Satterwhite, Frank, *Culturally-Based Capacity Building Toolkit*, December, 2005
- Satterwhite, Frank, *Self-Assessment Tool for Nonprofit Boards*, May, 2011
- Satterwhite, Frank and Fane, Barbara, *Nonprofit Board Toolkit*, July 18, 2012
- Satterwhite, Frank, *Organizational Sustainability Guide*, September, 2013
- Satterwhite, Frank, *Organizational Sustainability Guide*, September, 2013
- Satterwhite, Frank, *Supervision Handbook for Nonprofit Managers*, March, 2014
- Satterwhite, Frank, *Facilitation Handbook*, April, 2014
- Satterwhite, Frank, *Facilitating Dialogue about Race and Organizational Change*, July, 2021

**KEYNOTE SPEECHES, PANEL PRESENTATION, WORKSHOPS AND OTHER TALKS FROM 2001—2021
(Partial List)**

Frank J. Omowale Satterwhite, Ph.D.

Below is a master list of the keynote speeches, panel presentations, workshops and other talks given by Dr. Frank J. Omowale Satterwhite during the past fifteen years.

YEAR	ORGANIZATION/AGENCY	EVENT	TOPICS	ROLE		
				KEYNOTE PRESENTATIONS	PANEL	WORKSHOP
2001	Oakland Citizens Committee for Urban Renewal, Oakland, CA	Nonprofit Technical Assistance Day	Finding the Right Consultant	X		
2002	Alliance for Nonprofit Management, San Diego, CA	Annual Conference	Building Capacity for Social Change		X	X
2002	Association of Fundraising Professionals, San Francisco, CA	Fundraising Day	Cultural Competency and Capacity Building		X	
2002	Human Services Department, city & County of San Francisco	Self-Renewal Day	Cultural Competence in Serving Communities	X		
2002	Northern California Fundraising Consultants Group, Oakland, CA	Professional Meeting	Capacity Building for Community Building		X	
2002	Northern California Grantmakers San Francisco, CA	Funder's Forum	Doing Culturally-Based Technical Assistance		X	
2003	Association of Fundraising Professionals, San Francisco, CA	Fundraising Day	Building Capacity for Social Change	X		
2003	Center for Nonprofit Resources New Orleans, LA	Managing for Excellence Conf.	Building Capacity for Social Change	X		
2003	City of East Palo Alto East Palo Alto, CA	20TH Anniversary Celebration	History of Incorporation	X		
2003	Ford Foundation, Warrenton, VA	National Conference	30 Years of Social Movement Building	X		

YEAR	ORGANIZATION/AGENCY	EVENT	TOPICS	ROLE		
				KEYNOTE PRESENTATIONS	PANEL	WORKSHOP
2003	Oberlin College, Oberlin, Ohio	30th Anniversary Celebration	Founding of the AACSDP (Black Studies)	X		
2003	Progressive Consultants Network of the East Bay, Oakland, CA	Oakland	Working for Change in These Times		X	
2003	The California Endowment Los Angeles, CA	Staff Development Program	Building Capacity for Community Change	X		
2003	Vanguard Public Foundation San Francisco, CA	Annual Grantee Convening	Creating and Sustaining a Political Vision		X	
2004	Alliance for Nonprofit Management Washington, D.C.	Annual Conference	Building Capacity for Social Change			X
2004	1 st Five Association of California & Local Commissions, Oakland, CA	Technical Assistance Conference	Systems Change and Collaboration	X		
2004	Greenlights for Nonprofit Success Austin, Texas	Statewide Conference	Building Capacity for Social Change	X		
2004	Marin County Grassroots Leadership Network San Rafael, CA	Graduation Grassroots Leadership Academy	Building Capacity for Social Change	X		
2004	National Black United Fund/ Black United Federation of Charities Atlanta, GA	Bi-Annual Technical Assistance Conference	A Capacity-Building Framework for Community Organizations			X
2004	Nonprofit Assistance Center Seattle, WA	Annual Conference	Building Capacity for Social Change	X		
2004	Stanford University Stanford, CA	African American Studies Department	Building Capacity for Social Change			X
2004	Tuskegee University Applied Sciences Department, Tuskegee, AL	Export Project Diversity Training	Developing & Building Capacity for Social Change	X		
2004	United Way of Northern Nevada and the Sierra, Reno, NV	Nonprofit Day	The Nonprofit Sector as a Change Agent in Our Society!	X		

YEAR	ORGANIZATION/AGENCY	EVENT	TOPICS	ROLE		
				KEYNOTE PRESENTATIONS	PANEL	WORKSHOP
2005	Alliance for Nonprofit Management Chicago, IL	Annual Conference	Building Capacity for Social Change			X
2005	Leadership Learning Community Oakland, CA	Creating Space VI Gathering	Building Leadership Capacity for Social Change	X		
2005	Marin Community Foundation, San Rafael, CA	Grantee Conference	Building Effective Collaboratives	X		
2005	Nonprofit Assistance Center Seattle, WA	Annual Conference	Building Capacity for Social Change			X
2005	The California Endowment Los Angeles, CA	Staff Professional Development	Health Disparities for Black Californians: Why Systems Change	X		
2005	The California Endowment Folsom, CA	Hmong Health Project	Human Resources in Nonprofit Organizations		X	
2005	New York TA Providers Network New York, NY	Annual Conference	Building Capacity for Social Change	X		
2005	The Nonprofit Centers Network San Francisco, CA	2005 Collaborating for Success Conf.	Culturally-Based Capacity Building & Collaboration		X	
2005	Washington Mutual Foundation Henderson, NV	Executive Director's Conference	Cross-Sector Collaboratives in Communities of Color	X		
2006	California Association of Nonprofits Los Angeles, CA	Annual Conference	Building Strong Nonprofits			X
2006	Foundation Center Cooperating Collections, San Francisco, CA	Western Regional Meeting	Meeting the Needs of Emerging Nonprofit Organizations	X		
2006	Grantmakers for Effective Organizations, San Francisco, CA	Annual Conference	Building Capacity for Social Change			X
2006	National Community Development Institute, Oakland, CA	PDC Program	NCDI's Capacity Building Philosophy and Approach	X		
2007	Alliance for Nonprofit Management Palm Beach, CA	Annual Conference	Building Effective Consulting Practices			X

YEAR	ORGANIZATION/AGENCY	EVENT	TOPICS	ROLE		
				KEYNOTE PRESENTATIONS	PANEL	WORKSHOP
2007	Bay Area Blacks in Philanthropy San Francisco, CA	Membership Meeting	Building Capacity for Social Change	X		
2007	Gulf Coast Fund, New Orleans, LA	Gulf Coast Fund Convening	Organizational Development/ Strategic Planning			X
2007	Lawrence Technological University Detroit, MI	Practices of Best Managed Nonprofits	The Collaborative Imperative	X		
2007	University of Southern California Los Angeles, CA	Leadership Program for Faith Leaders	Clergy and Lay Leadership for the 21st Century	X		
2007	Skillman Foundation, Detroit, MI	Osborne Lunch and Learn	Lessons from the Field: Community Change Initiatives	X		
2008	Alliance for Nonprofit Management Dearborn, MI	10th Anniversary Conference	Chairman's Message	X		
2008	City and County of San Francisco	9th Annual HSA Diversity Conference	Working with Diverse Communities	X		
2008	Grantmakers for Effective Organizations, San Francisco, CA	Annual Conference	Building Capacity for Social Change in Communities of Color		X	
2008	Neighborhood Works Training Institute, Phoenix, AZ	Weed & Seed Conference	Collaborating for Effect	X		
2008	PolicyLink, Oakland, CA	Equity Conference	Building an Inclusive Regional Equity Movement		X	
2008	San Francisco Foundation San Francisco, CA	Foundation Fellows Forum	Community Planning, Consultants of Color and Leadership	X		
2008	Skillman Foundation Detroit, MI	Governor's Poverty Summit	Building Capacity to Serve Children and Families in Poverty		X	
2009	Delta Citizens Alliance	Annual Gathering	Building Capacity for Social Change in Diverse Communities	X		X
2009	Louisiana Family Resource Centers Network, Alexandria, LA	Networking Conference	Building Capacity for Social Change in Diverse Communities	X		

YEAR	ORGANIZATION/AGENCY	EVENT	TOPICS	ROLE		
				KEYNOTE PRESENTATIONS	PANEL	WORKSHOP
2009	Nonprofit Solutions Initiative, Indiana/Purdue University Indianapolis, IN	2009 Capacity Building Conference	Survivor Organizations: Managing Change and Maximizing Impact	X		
2009	Public Interest Projects, Charlotte, NC	Fulfilling the Dream Fund	Developing Sustainable Organizations	X		X
2010	Lodestar Center, Arizona State University, Phoenix, AZ	Annual Forum on Nonprofit Effectiveness	Cultural Competency, Diversity and Social Change			
2010	Skillman Foundation, Detroit, MI	Board of Directors Meeting	Good Neighborhoods Initiative: A Great Idea in Challenging Times		X	
2010	Skillman Foundation, Detroit, MI	Community Organizer Learning Meeting	Building Capacity for Social Change	X		
2010	W.K. Kellogg Foundation Chandler, AZ	Food and Community Grantee Meeting	Community Partnerships and Engagement			X
2011	City of Richmond, Richmond, CA	Community Devel. Commission	Building Capacity for Community Change			X
2011	Leadership Detroit, Detroit, MI	Leadership Fellows Gathering	Building Capacity for Social Change	X		
2011	Marin County Grassroots Leadership Network	Dr. Martin Luther King, Jr. Celebration	Building Capacity for Social Change		X	
2011	W.K. Kellogg Foundation, Albuquerque, NM	Food & Community Grantee Meeting	Community Partnerships			X
2012	Center for the Study of Social Policy Washington, D.C.	Promise Neighborhood National Meeting	Building Capacity for Social Change		X	
2012	Nonprofit Assistance Center Seattle, CA	Capacity Building Workshop Series	Board Governance, Planning and Evaluation for Community Impact			X
2012	PolicyLink, Sacramento, CA	Equity Summit California Conference	Building Capacity for Social Change			X
2012	The Hannah Project Marin City, CA	Dream Keeper Scholarship Ceremony	Follow Your Dreams...Reach Your Tomorrows	X		

YEAR	ORGANIZATION/AGENCY	EVENT	TOPICS	ROLE		
				KEYNOTE PRESENTATIONS	PANEL	WORKSHOP
2012	W.K. Kellogg Foundation Asheville, NC	Food and Community Grantee Meeting	Diverse Partnerships			X
2013	Nonprofit Assistance Center, Seattle, CA	Capacity Building Workshop Series	Developing Sustainable Organizations			X
2013	Public Allies, San Mateo, CA	Fellows Orientation Meeting	History Of East Palo Alto		X	
2013	W.K. Kellogg Foundation Kansas City, MO	Food and Community Grantee Meeting	Developing and Maintaining Strong Multicultural Partnerships			X
2014	Nonprofit Assistance Center Seattle, CA	Capacity Building Workshop Series	Planning and Evaluation for Community Impact			X
2014	Seattle Funders Collaborative: King County Capacity Building Project	Neighborhood Planning Workshop	Transforming Communities			X
2014	Stanford University, Symbolic Systems Program, Stanford, CA	Class Presentation	Reflections: Taking the Mic Remembrance Program			x
2014	W.K. Kellogg Foundation, Battle Creek, MI	Michigan Team Learning Session	Working with Place-Based Community Change Initiatives		X	
2016	W.K. Kellogg Foundation, Detroit, MI	Dialogue with Kellogg Learning Group	Capacity-building philosophy, purpose and types of capacity	x		
2019	Marin City Dr. Martin Luther King Jr. Committee, Marin City, CA	Dr. Martin Luther King, Jr. Celebration	Dr. Martin Luther King, Jr.: His Life and Legacy	x		
2020	Chan Zuckerberg Initiative, East Palo Alto, CA	CZI Fund Selection Committee Briefing	History of East Palo Alto			x
2021	Office of Sustainability, County of San Mateo, Redwood City, CA	Public Forum	Environmental Justice in San Mateo County		x	
2021	One EPA, East Palo Alto, CA	SEP Orientation	Serving Our Community			x
2021	Live in Peace, East Palo Alto, CA	Cohort Team-Building	History of East Palo Alto			x
2021	Detroit Resident First Fund, Detroit, MI	Cohort Training	Powerful Resident Engagement & Advocacy			x

SUMMARY OF FIELD EXPERIENCE
NONPROFIT MANAGEMENT CONSULTING SERVICES
Provided by Frank J. Omowale Satterwhite, Ph.D.

Frank J. Omowale Satterwhite provided the following services to non-profit organizations, public agencies and foundations with an interest in serving and transforming communities:

- **Organizational Development:** Developing and implementing capacity-building programs for organizations, collaboratives, and service-delivery networks serving communities of color.
- **Education and Training:** Designing and implementing leadership training programs for community residents/leaders, organizational leaders, consultants and other practitioners working in the target communities.
- **Community-Building:** Developing and implementing place-based community change initiatives in partnership with the sponsoring regional and national foundations.
- **Community Research and Development:** Documenting and disseminating information about best practices in the community-building field.

Below is a partial list of the types of nonprofit management services provided to client organizations:

- **Administrative Support Services:** fiscal sponsorship and management services
- **Collaborative Development:** structuring, planning, problem-solving and team-building
- **Community Building:** civic engagement, relationship building, organizing and advocacy
- **Community Development:** assessment, program planning and project management
- **Community Organizing:** education, mobilization and advocacy
- **Community Planning:** visioning and strategy development
- **Diversity Management :** organizational planning, conflict resolution and staff training
- **Executive Coaching:** planning, monitoring and assessing personal growth activity
- **Knowledge Transfer:** learning partnerships
- **Meeting Facilitation:** agenda development, meeting management and meeting follow-up
- **Organizational Assessment/Planning:** programs and operations
- **Organizational Development:** board membership, identity, governance, finance, resource development, programs/services, human resources, and management and operations
- **Organizational Start-up:** forming a community-based organization or a non-profit organization
- **Peer Learning Exchange:** convening organizational leaders to share stories and lessons
- **Program Development/Management/Evaluation:** design, implementation and monitoring
- **Research:** data collection and report writing
- **Resource Development:** training and proposal review
- **Public Speaking:** keynote speaker and/or panelist
- **Strategic planning:** community assessment, visioning and strategy development
- **Team-Building:** relationship building and conflict resolution
- **Training:** organizational leaders, consultants and community leaders
- **Youth Development:** leadership training and programs/services
- **Volunteer Services:** serving as a board member or as a management services provider

SUMMARY OF FIELD EXPERIENCE (Partial List)
FOUNDATIONS AND OTHER PHILANTHROPIC ORGANIZATIONS
Frank J. Omowale Satterwhite, Ph.D.

Frank J. Omowale Satterwhite, Ph.D., has provided training, technical assistance and consultation services to more than 1,200 organizations across the country. Below is a partial list of foundations and other philanthropic organizations that he served in various regions of the United States.

STATE	CITY	FOUNDATION	PROJECT
California	Los Altos	The David and Lucile Packard Foundation	Organizational Capacity-Building Project
	Los Angeles	California Wellness Foundation The California Endowment	Health Advocacy Policy Project
	Menlo Park	The William and Flora Hewlett Foundation	Neighborhood Improvement Initiative
	Oakland	East Bay Community Foundation	Strategic Planning Project
	Richmond	Kaiser Permanente	Healthy Eating/Active Living (HEAL)
	San Francisco	Evelyn and Walter Haas Jr Fund Levi Strauss Foundation San Francisco Foundation Stuart Foundation United Way of the Bay Area Vanguard Public Foundation	Visitacion Valley Project Project Change Koshland Program Organizational Planning Project Health Disparities Project Strategic Planning Project
	San Mateo	Peninsula Community Foundation	Neighborhood Improvement Initiative
	San Diego	Jacobs Foundation	Market Creek Plaza
Florida	Tallahassee	Florida Chamber Foundation	World Class Education Center
	West Palm Beach	MacArthur Foundation	World Class Education Center
Georgia	Atlanta	Fund for Southern Communities Southern Partners Fund	Strategic Planning Project Executive Coaching Project
Maryland	Baltimore	Annie E. Casey Foundation	Making Connections
Michigan	Battle Creek Detroit	W.K. Kellogg Foundation Skillman Foundation	Food and Community Program Good Neighborhoods Initiative
New York	New York City	Ford Foundation North Star Fund Funding Exchange	OD for Environmental Justice Organizations Strategic Planning Project Strategic Planning Project
North Carolina	Winston Salem	Winston Salem Foundation	Community Planning Project
Tennessee	Knoxville	Appalachian Community Fund	Strategic Planning Project
Washington	Seattle	United Way of King County	Organizational Planning Project

SUMMARY OF FIELD EXPERIENCE (Partial List)
COMPREHENSIVE COMMUNITY CHANGE INITIATIVES
Frank J. Omowale Satterwhite, Ph.D.

Frank J. Omowale Satterwhite, Ph.D., co-designed and played a lead role in implementing comprehensive community change initiatives in many cities. His work with comprehensive community change initiatives had the dual purpose of (1) meeting the goals of the sponsoring foundation and (2) authentically engaging community residents and other stakeholders in co-designing and implementing a community change strategy. Dr. Satterwhite was engaged by the following foundations to support the design and implementation of comprehensive community change initiatives throughout the country:

SPONSORING FOUNDATION	CITY/NEIGHBORHOOD	NAME OF INITIATIVE
Annie E. Casey Foundation	<ul style="list-style-type: none"> • Oakland, CA • Milwaukee, WI • Providence, RI • Milwaukee, WI 	Making Connections
Hewlett Foundation	<ul style="list-style-type: none"> • East Palo Alto, CA • Oakland, CA: West Oakland • San Jose, CA: Mayfair 	Neighborhood Improvement Initiative
Jacobs Foundation and Jacobs Center for Nonprofit Innovation	<ul style="list-style-type: none"> • San Diego, CA 	Market Creek
Kaiser Permanente	<ul style="list-style-type: none"> • Richmond, CA: Iron Triangle 	Healthy Eating/Active Living (HEAL)
Kellogg Foundation	<ul style="list-style-type: none"> • Benton Harbor, MI • Battle Creek, MI 	ConnectUp! BC Vision
Oakland Office of the Mayor	<ul style="list-style-type: none"> • Oakland, CA 	Ron Dellums Transition Team Planning Project
Levi Strauss Foundation	<ul style="list-style-type: none"> • San Francisco, CA • El Paso, TX • Valdosta, GA • Knoxville, TN • Albuquerque, NM 	Project Change
San Francisco Foundation	<ul style="list-style-type: none"> • San Francisco, CA: OMI Neighborhood • Marin City, CA 	Koshland Community Planning Marin City Community Planning
San Francisco Office of the Mayor	<ul style="list-style-type: none"> • San Francisco, CA: Bayview/Hunter's Point 	Community Connect
Skillman Foundation	<ul style="list-style-type: none"> • Detroit, MI 	Good Neighborhoods Initiative

SUMMARY OF TRAINING EXPERIENCE (Partial List)
PROFESSIONAL DEVELOPMENT OF CONSULTANTS PROGRAM (PDC),
COMMUNITY BUILDERS LEADERSHIP INSTITUTE(CBLI) AND
GOOD NEIGHBORHOODS LEADERSHIP ACADEMY (GNLA)
Frank J. Omowale Satterwhite, Ph.D.

In 1999, Dr. Satterwhite founded the National Community Development Institute (NCDI) in Oakland, California with a generous grant from the David and Lucile Packard Foundation. NCDI's mission was *to build capacity for social change in communities of color* – i.e., communities with complex social problems caused by the pervasive racism and poverty in this society. During its twelve-year history, NCDI provided training, technical assistance and other consulting services to thousands of organizations in low-income communities across the country.

NCDI sponsored three training programs that were developed and delivered under the direct leadership of Dr. Satterwhite. These training programs were:

1. The Professional Development of Consultants Program (PDC) which trained about 250 people in the San Francisco Bay Area from 2000 to 2007. The PDC was a six-day training program for individuals interested in serving as nonprofit management consultants in communities of color.
2. The Community Builders Leadership Institute (CBLI) which trained about 200 people in fifteen cities across the country from 2007 to 2009. The CBLI, a national replica of PDC, was a four-day training program for individuals engaged in social change work in communities of color. The participating cities were:
 - Southern Region: Mobile, Alabama; Atlanta/Savannah, Georgia; Baton Rouge and New Orleans, Louisiana; Greenville and Jackson, Mississippi; Durham, North Carolina; Knoxville, Tennessee.
 - Midwestern Region: Benton Harbor and Detroit, Michigan; Indianapolis, Indiana.
 - Western Region: Oakland, California; Seattle, Washington.
3. The Good Neighborhoods Leadership Academy which trained about 275 community residents from six neighborhoods of Detroit, Michigan from 2008 to 2013. The GNLA was a leadership training program to deepen understanding of the social change process in communities of color and the role of community change agents.

These three training programs were generously funded by the Packard Foundation, W.K. Kellogg Foundation, Marguerite Casey Foundation and Skillman Foundation.

BOARD, COMMISSION AND ORGANIZATIONAL MEMBERSHIPS (Partial List)
Frank J. Omowale Satterwhite, Ph.D.

Below is a partial list of the organizational memberships of Dr. Frank J. Omowale Satterwhite during his professional and civic career.

NAME	LOCATION	ROLE	DATES
Public Agencies & Committees			
East Palo Alto City Council	East Palo Alto, CA	Councilman	1983–1986
East Palo Alto Municipal Advisory Council	East Palo Alto, CA	Vice-Chairman & Member	1974-1978
San Mateo County Criminal Justice Council	Redwood City, CA	Member	1975-1978
San Mateo County Planning Commission	Redwood City, CA	Chairman, Vice-Chairman, & Member	1980-1983
San Mateo County Regional Planning Committee	Redwood City, CA	Member	1975-1978
Professional Associations			
Alliance for Nonprofit Management	San Francisco, CA	Chairman & Member	2007-2010
African Heritage Studies Association	East Point, GA	Member	1975-1979
American College Personnel Association	Washington, DC	Member	1965-1968
American Personnel & Guidance Association	Alexandria, VA	Member	1965-1968
Association of Higher Education	Grandview, MO	Member	1966-1969
Kappa Alpha Psi Fraternity	Philadelphia, PA	Member	1963-Pres.
Kappa Delta Pi	New York, NY	Member	1966-1967
National Association of Housing & Rehabilitation Officials	Washington, DC	Member	1975-1977
National Education Association	Washington, DC	Member	1963-1967
Nonprofit Organizations			
Applied Research Center	Oakland, CA	Member	2000-2011
Community Development Institute	East Palo Alto, CA	Member	2001-2008
Community Opportunity Corporation	East Palo Alto	Member	1983-1985
East Palo Alto Teen Home	East Palo Alto, CA	Chairman	2004-2008
Girls Club of the Mid-Peninsula	East Palo Alto, CA	Member	2000-2004
National Community Development Institute	Oakland, CA	Member	2010-2011
Nonprofit Assistance Center	Seattle, WA	Chair, Program Committee	2012-2014
Praxis Project	Washington, D.C.	Chair & Member	2000-2010
Praxis Project	Washington, D.C.	Member	2012-2014
Stanford Mid-Peninsula Urban Coalition	Stanford, CA	Member	1968-1971
Shule Ya Taifa	East Palo Alto	Member	1976-1981
Urban Habitat	Oakland, CA	Member	2003-2007
Political Organizations			
African American Leadership Summit	East Palo Alto, CA	Co-Chair & Member	2004-2014
Black American Political Association of California	Sacramento, CA	Member	1969-1972

NAME	LOCATION	ROLE	DATES
California Association for Afro-American Education (CAAAE)	Palo Alto, CA	Co-Chairman	1968-1971
California Federation of Black Leadership	Sacramento, CA	Member	1969-1972
Council of Independent Black Institutions		Executive Committee Member	1972-1978
Congress of African People		Executive Council Member	1972-1975
Nairobi Secretariat	East Palo Alto, CA	Member	1975-1981
National Association for African-American Education	New York, NY	Member	1973-1980
Pan Afrikan Secretariat of North America	San Francisco, CA	Member	1976-1980
Nguzo Saba Committee	East Palo Alto	Member	1973-1975

PUBLIC AGENCY COMMENDATIONS (Partial List)
Frank J. Omowale Satterwhite, Ph.D.

Below is a partial list of the service commendations that were received by Dr. Frank J. Omowale Satterwhite from various public agencies during his career:

YEAR	PUBLIC AGENCY	AWARD
1970-79		
1977	Ravenswood City School District Board of Trustees	Certificate of Appreciation
1978	San Mateo County Board of Supervisors	Certificate of Appreciation
1978	East Palo Alto Municipal Council	Resolution of Appreciation
1980-89		
1983	San Mateo County Board of Supervisors	Retirement from San Mateo County Planning Commission
1983	San Mateo County Planning Commission	Retirement from San Mateo County Planning Commission
1986	San Mateo County Board of Supervisors	Retirement from East Palo Alto City Council
1990-99		
1993	East Palo Alto City Council	Tenth Anniversary Service Award
1994	East Palo Alto City Council	Volunteer Award: Member of East Palo Alto Economic Development Task Force
1994	City and County of San Francisco Board of Supervisors	Certificate of Honor
1994	San Mateo County Board of Supervisors	Certificate of Appreciation: Member of East Palo Alto Economic Development Task Force
1994	California State Assembly, Byron Sher	Letter of Commendation: Member of East Palo Alto Economic Development Task Force
1994	California State Senate, Senator Tom Campbell	Certificate of Recognition: Member of East Palo Alto Economic Development Task Force
1994	U.S. House of Representatives, Congresswoman Anna Eshoo	Certificate of Special Congressional Recognition
1995	San Mateo County Board of Supervisors	Certificate of Appreciation: Recipient of The East Palo Alto Teen Home Positive Image Award for 1995
1995	U.S. House of Representatives, Congresswoman Anna Eshoo	Certificate of Special Congressional Recognition
1997	Ravenswood City School District Board of Trustees	Certificate of Appreciation
1997	Palo Alto City Council	Proclamation Saluting Frank Omowale Satterwhite, Ph.D.
1998	Sequoia Union High School District Board of Trustees	Certificate of Appreciation

YEAR	PUBLIC AGENCY	AWARD
2000-09		
2000	Ravenswood City School District Board of Trustees	Resolution of Honor
2001	California State Assembly, Assemblywoman Carol Migden	Certificate of Recognition for Service in the San Francisco Bay Area and Bay View Hunters Point Community
2001	California State Assembly, Assemblyman Kevin Shelly	Certificate of Recognition in Honor of the Peninsula Community Foundation Lifetime Visionary Award
2001	California State Assembly, Assemblyman Kevin Shelly	National Council of Negro Women, Golden Gate Section, Community Service Person of the Year Award
2001	City and County of San Francisco Board of Supervisors	Community Service Person of the Year Award sponsored by National Council of Negro Women, Golden Gate Section
2001	U.S. House of Representatives, Congresswoman Anna Eshoo	Certificate of Special Congressional Recognition for Service to the Community
2004	San Mateo County Board of Supervisors	Certificate of Commendation in Honor of the Community Development Institute's Leadership Award
2010-19		
2010	California State Assembly, Assemblyman Jared Huffman	Certificate of Recognition for Service in the Marin City Community
2010	Detroit City Council	Spirit of Detroit Award
2010	East Palo Alto City Council	Retirement: National Community Development Institute
2010	San Mateo County Board of Supervisors	Retirement as National Community Development Institute President/CEO
2011	California State Senate, Senator Mark Leno	Certificate of Recognition for Annual Dr. Martin Luther King, Jr. Birthday Celebration Award
2011	Marin County Board of Supervisors	Certificate of Recognition for Service in the Marin City Community, San Francisco Bay Area and the Nation
2011	U.S. House of Representatives, Congresswoman Lynn Woolsey	Certificate of Special Recognition for Service in the Marin City Community
2022	U.S. House of Representatives, Congressman Ro Khanna	Certificate of Special Congressional Recognition for induction into the Black Legends Hall of Fame Silicon Valley
2022	California State Senate Senator Josh Becker	Certificate of Recognition for induction into the Black Legends Hall of Fame Silicon Valley
2022	Santa Clara County Board of Supervisor, Supervisor Susan Ellenberg	Certificate of Recognition for induction into the Black Legends Hall of Fame Silicon Valley
2022	East Palo Alto City Council	Certificate of Recognition for induction into the Black Legends Hall of Fame Silicon Valley

PROFESSIONAL AND COMMUNITY SERVICE AWARDS (Partial List)
Frank J. Omowale Satterwhite, Ph.D.

Below is a partial list of the community service awards that were received by Dr. Frank J. Omowale Satterwhite from various organizations/agencies during his career:

YEAR	ORGANIZATION/AGENCY	AWARD
1960-69		
1960	Frontiers Club	Youth of the Year Award, Akron Ohio
1970-79		
1970	Outstanding Young Men of America	Certificate of Recognition
1972	Nairobi College	Recognition Award
1975	Environmental Improvement Ctr. of San Mateo Cty.	Certificate of Commendation
1977	Nguzo Saba Committee	Certificate of Appreciation
1978	Probe Community Center	Annual Humanitarian Certificate of Appreciation
1980-89		
1982	East Palo Alto Chamber of Commerce	Community Economic Development
1983	East Palo Alto Citizen's Committee on Incorporation	Cityhood Award
1983	East Palo Alto Chamber of Commerce	Community Service
1983	Palo Alto Alumni Chapter, Kappa Alpha Psi Fraternity	Certificate of Appreciation
1984	Opportunity Industrialization Center West	Community Champion
1984	Palo Alto Alumni Chapter, Kappa Alpha Psi Fraternity	Certificate of Appreciation
1985	East Palo Alto Chamber of Commerce	Community Service
1985	East Palo Alto Education Foundation	Certificate of Award
1986	Ravenswood Middle School	Certificate of Appreciation
1986	Council of Independent Black Institutions	Educational Service Award
1986	Criminal Justice Council of San Mateo County	Certificate of Appreciation
1986	C.O.P.E., Inc.	Certificate of Appreciation
1989	W.K. Kellogg Foundation	Kellogg National Fellowship
1989	Mobility International	Certificate of Acknowledgement for role in US/Mexico Leadership Exchange Prog.
	KRON TV	Volunteer Recognition Certificate
1989	Consortium for Young Women	Certificate of Appreciation
1989	Shule Nyansa Sua	Certificate of Appreciation
1990-99		
1990	Marin City Community Development Corporation	Certificate of Appreciation
1990	National Conference of Black Mayors	Executive Board Service Award
1990	Shule Mandela Academy	Certificate of Award
1991	S.R. Martin School	Mary McLeod Bethune Award
1991	Asian Women's Shelter	Amaterasu Goddess Circle Award
1991	Mobility International	Certificate of Acknowledgement for role in US/Mexico Leadership Exchange Prog.
1991	United Mothers Against Drugs	Certificate of Appreciation

YEAR	ORGANIZATION/AGENCY	AWARD
1993	Vanguard Public Foundation	Paz y Justicia Award (Peace & Justice Award)
1993	Center for African & African American Art & Culture	Retirement from Board of Directors
1993	S.R. Martin School	Mary McLeod Bethune Award
1994	Income Rights Project	The George Wiley Humanitarian Award
1994	National Black Police Association	Humanitarian Award
1995	Al-Baqi Islamic Center	Certificate of Appreciation
1995	East Palo Alto Teen Home, Inc.	Positive Image Award for 1995
1995	Block Club Network Association	Community Recognition and Appreciation Award
1995	Shule Mandela Academy	Nguzo Saba Award
1995	Community Development Institute	Community Activist Award
1997	United Way of the Bay Area, African American Community Entrustment	50 Portraits of Success Award
1997	National Coalition of Blacks for Reparations in America	Certificate of Appreciation
1997	Delta Sigma Theta Sorority, Inc., San Francisco-Peninsula Alumnae Chapter	Community Service Award
1997	African American Community Entrustment	50 Portraits of Success Award
1998	Center for Community Change, Community Change Agents Project	Certificate of Acknowledgement
1998	Center for Community Change, Community Change Agents Class of 1997-98	Certificate of Appreciation
1998	Drew Health Foundation	Certificate of Appreciation
2000-09		
2000	KQED Television	Black History Month, Local Hero of the Year Award
2000	Peninsula Community Foundation and William and Flora Hewlett Foundation	Neighborhood Improvement Initiative Target Success Award
2001	Marin County Grassroots Leadership Network	Marin City Dr. Martin Luther King, Jr. Birthday Celebration Award
2001	National Council of Negro Women, Golden Gate Section	Community Service Person of the Year Award
2001	Peninsula Community Foundation	Lifetime Visionary Award
2002	FreedomArts	Bastille Day Certificate of Recognition for Community Leadership and Service
2003	Leadership Training Academy, Community Development Institute	Certificate of Appreciation
2003	Hunters Point Family	Certificate of Recognition
2004	Community Development Institute	Leadership Award
2004	Leadership Midpeninsula	Excellence in Leadership Award
2004	One East Palo Alto	Certificate of Appreciation
2005	Oberlin College, Department of African American Studies	Award of Distinction
2005	East Palo Alto Teen Home	Retirement from Board of Directors

YEAR	ORGANIZATION/AGENCY	AWARD
2006	National Community Development Institute, Professional Development of Consultants Prog.	Certificate of Appreciation
2007	Praxis Project	Retirement from Board of Directors
2007	San Francisco African American Historical and Cultural Society	Certificate of Appreciation
2008	National Community Development Institute	Board Member Emeritus
2008	Stanford University Black House	Taking the Mic, 1968
2009	Alliance for Nonprofit Management	Leadership and Service Award
2009	East Palo Alto ((EPA) Neighborhood Improvement Initiative	Certificate of Appreciation
2009	EPA Neighborhood Improvement Initiative	Certificate of Appreciation
2009	National Community Development Institute	Founder's Award
2010-19		
2010	East Palo Alto Seventh-Day Adventist Church	Certificate of Recognition
2010	Skillman Foundation	Special Award of Recognition
2011	Dr. Martin Luther King Jr. Coalition of Marin City, CA	Lifetime Community Service Award,
2011	Urban Fire	Igniter! Award
2016	One East Palo Alto	Lifetime Legendary Leadership Award
2019	Nairobi College Board of Trustees & Nairobi College Reunion Committee	Volunteer Appreciation Certificate
2019	One East Palo Alto	Dr. Faye McNair Knox Lifetime Legacy Award
2020-Pres		
2022	Black Legends Hall of Fame Silicon Valley	Induction into the Black Legends Hall of Fame Silicon Valley

**Culturally-Based Capacity Building:
An Approach to Working in Communities of Color for Social Change
by Frank J. Omowale Satterwhite, Ph.D. and Shiree Teng
Published by The California Endowment, June, 2007¹**

INTRODUCTION

In 2003, the National Community Development Institute (NCDI) published an article entitled “Through the Lens of Culture: Building Capacity for Social Change and Sustainable Communities,”² which described a culturally-based approach to building capacity for social change.³

The article broadly defined “culture” and its multiple dimensions to include *race, language, gender, socio-economic status, age, religion, sexual identity, disability* and other aspects of human life. It described the difference between “culturally-competent” and “culturally-based” approaches to working in communities of color.⁴ It discussed the social context in which we do our work – communities of color that are culturally different in a society where the norm is to adulate the dominant white culture. It summarized our core values, our capacity-building approach and our basic strategies for delivering technical support and training services in communities of color.

In this article, supported by *The California Endowment*, we expand on our earlier analysis by sharing a summary of findings from a literature search and key informant interviews conducted with several client organizations, delving deeper into the definition of culturally-based capacity building and NCDI’s methodology, and putting forth a set of learning questions to foster more dialogue about this topic in the community building field.

LITERATURE REVIEW

NCDI utilized the Community Development Institute (CDI)⁵ to conduct a review of the literature on culturally-based capacity building in communities of color. The guiding research question was: “*What are the best interdisciplinary approaches to cross cultural competency that can inform NCDI’s capacity building work in communities of color?*”

CDI’s interdisciplinary literature search reviewed scholarly journals, books and magazine articles using spider software and other Internet search engines. The main findings were:

¹This project was supported by a grant from The California Endowment which funded NCDI to research and write an article on our culturally-based capacity building approach to fostering social change.

²Patricia St. Onge, Breonna Cole and Sheryl Petty, *Through the Lens of Culture: Building Capacity for Social Change and Sustainable Communities*, National Community Development Institute, web-published article, 2003, pp. 1-10.

³NCDI defines social change as “fundamentally transforming social conditions, social relationships, social norms and social practices in communities of color and how they relate to mainstream society.” In this article, the terms “social change” and “social transformation” are used interchangeably.

⁴Cultural competency means providing culturally and linguistically appropriate health and social services to diverse populations. To be culturally-based, the capacity-building or service delivery process must not only be “culturally competent,” but also focused on social transformation. Our definition of culturally-based capacity building is further explained in another section of this article.

⁵The Community Development Institute (CDI) is a non-profit organization with an Empowerment Research! Division that provides community-based research and evaluation services in communities of color.

- There are many definitions of “culture” in the literature. By and large, authors define culture as “the common history, beliefs, experiences, language, geography, customs, social norms, life-styles and/or artistic forms that are transmitted from generation to generation by a people.”⁶
- Although the concept of “cultural competence” has origins dating back to the late 1800’s, it was not until the 1980s that a concerted effort emerged in the social science field to promote cultural competence as a best practice in the delivery of health and social services. Cultural competency is commonly defined as having the knowledge, skills and values to work effectively with diverse populations and to adapt institutional policies and professional practices to meet the unique needs of client populations.⁷ The National Center for Cultural Competence (NCCC) has adopted a conceptual framework and model for developing cultural competence in organizations. The guiding principles are: 1) value diversity, 2) conduct self-assessment, 3) manage the dynamics of difference, 4) acquire and institutionalize cultural knowledge, and 5) adapt to the diversity and cultural contexts of individuals and communities served.⁸

Culturally-competent capacity building should enhance the quality of life, create equal access to necessary resources, and...foster strategic and progressive social change resulting in a just society.

- There are three main dimensions to successful cross-cultural service and technical assistance provision with diverse organizations and communities. They are (1) having the “organizational capital” or infrastructure (people, philosophy and reputation) that enable an organization to successfully work in diverse communities; (2) having the “client support systems” (policies, processes and practices) that enable an organization to work in the right way; and (3) having genuine qualities that enable an organization to build lasting and trusting relationships with diverse stakeholder groups.⁹
- The Alliance for Nonprofit Management’s People of Color Affinity Group defined “culturally-competent capacity building” as a community-centered process that begins with an understanding of historical realities and an appreciation of the community’s assets in its own cultural context. The (capacity-building) process “should enhance the quality of life, create equal access to necessary resources, and...foster strategic and progressive social change resulting in a just society.”¹⁰ CDI concluded that this definition is similar to NCDI’s framework because of its emphasis on “three C’s” – community, context, and change.

⁶See bibliography for various publications with definitions of the term “culture”.

⁷National Center for Cultural Competence, Definition and Conceptual Framework for Cultural Competence”, websource: <http://gucchd.georgetown.edu/nccc/index.html>

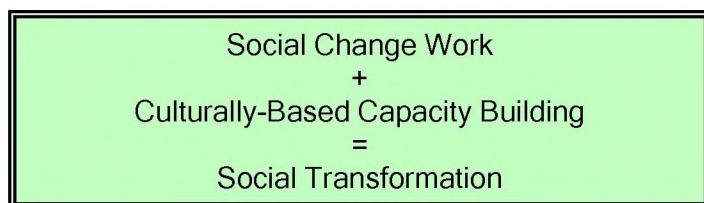
⁸From National Center for Cultural Competence site, section on Self-Assessment www.gucchd.georgetown.edu/nccc/selfassessment.html.

⁹National Community Development Institute, “Culturally-Based Capacity Building Model”, unpublished report, June, 2005.

¹⁰From Alliance for Nonprofit Management People of Color Affinity Group, 2003, Powerpoint presentation presented at Alliance for Non-Profit management Meeting 13 August 2004, Maria Gitin and Bridgett Rouson. Available: www.allianceonline.org.

CULTURALLY-BASED CAPACITY BUILDING

NCDI defines “culturally-based” capacity building as *providing transformational technical support and training services for individuals, organizations and communities in their unique cultural contexts based on knowledge, experience and sensitivity to the issues of race/ethnicity, language, gender, sexual identity, socioeconomic status, age, disability and religion*. In our practice, we are conscientious about addressing race, culture and power issues in the organizations and communities that we serve. We intentionally link the capacity building process to a broader social change agenda with the vision of bringing about social transformation in communities of color.



The Way We Work

There is a unique and special way that NCDI works in communities of color. The four guiding principles of Culturally-Based Capacity Building are:

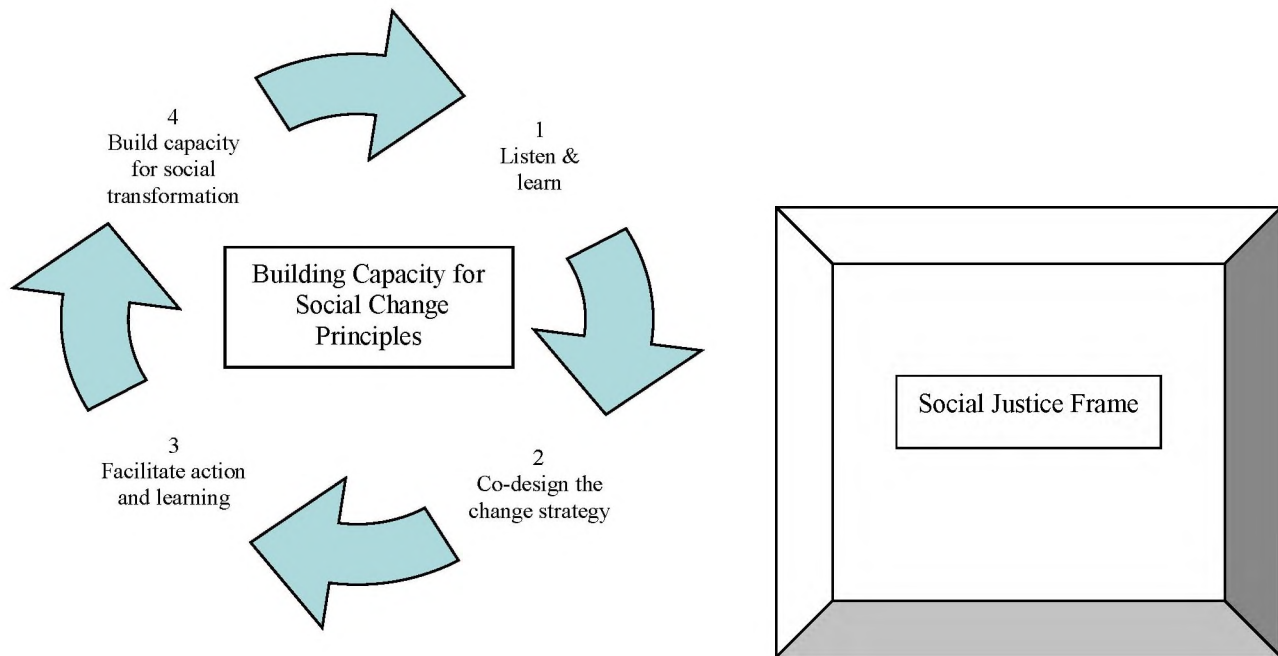
1. *We work from the community by listening and learning.*

Communities of color and other justice-seeking communities have a wealth of knowledge and expertise that is largely unacknowledged and untapped. We build capacity by listening to, learning about and building trust with each community that we serve. Culturally-based capacity builders look to the community to develop a deeper understanding of the social conditions, power relationships, cultural dynamics and complex challenging issues. We seek out the community’s wisdom and apply what we learn. As much as possible, we use project teams that reflect the communities that we serve and who employ culturally-based capacity building methods. By working in this way, we have found that communities are empowered to be agents of their own social change process.

2. *We work with the community by co-designing the change strategy.*

For our work to be effective and sustainable, we must form genuine partnerships in communities. By co-designing the work with the community, we customize the capacity building process taking into consideration local conditions, cultural context, resources available, languages spoken, leadership assets and other important factors.

We see culturally-based capacity builders working as peers – not experts – who are facilitators, catalysts, resources, cheerleaders and critical friends in the capacity building process. By working in this way, we have found that communities are more likely to own and take charge of their own social change process.



3. *We work in the community by facilitating action and learning.*

We value learning for action. On the one hand, NCDI assists communities to develop viable strategies and action plans to solve community problems. On the other, we help communities to learn about viable methods of doing effective community building work. We approach capacity building with the understanding that praxis – the interplay of reflection and action – is critical for community and individual growth. Therefore, capacity builders should be active participants in the learning and doing process, from conducting community-driven research to developing action plans to connecting organizations and/or communities through peer learning activities. One of our key roles as capacity builders is to document and disseminate information on what is being learned during the capacity building process so that communities can use this knowledge to have greater impact. By working in this way, we have found that communities are able to address deeper issues and formulate solutions to the ‘root causes’ of problems.

4. *We work for the community to build capacity for social transformation.*

Social transformation occurs when a critical mass of community stakeholders come together to define and implement social change strategies with a single sense of purpose. Capacity builders contribute by bringing together the diverse voices of a community to develop a common agenda for social change. We foster capacity building through concrete community engagement, organizational development and relationship building strategies. We foster community building through results-oriented community development and advocacy activities. Social change is a long journey; beyond the service relationship, we maintain our ties with an organization and/or community as a peer, resource, and friend. Supported in this way, communities are better positioned to fulfill their aims and work collectively toward building a just society.

Below is a matrix that presents a bird’s eye view of NCDI’s culturally-based capacity building principles in action.

Overview of Culturally-Based Capacity-Building	
CORE PRINCIPLES	THE WAYS WE DO THE WORK
We work from the community by listening and learning.	<ul style="list-style-type: none"> • Listen to community voices • Learn from community wisdom • Build trust with community members • Use project teams who understand the culturally-based capacity building process
We work with the community by co-designing the change strategy.	<ul style="list-style-type: none"> • Form genuine partnerships with organizations and/or communities • Co-design the capacity building process • Adapt methods based on community input • Work as a peer, not as an expert
We work in the community by facilitating action and learning.	<ul style="list-style-type: none"> • Develop viable strategies and action plans with the community • Develop a learning agenda with the community that is linked to its action plans • Collect and share information on best practices • Utilize peer learning techniques • Document and disseminate learnings throughout the community/capacity building process
We work for the community to build capacity for social transformation.	<ul style="list-style-type: none"> • Promote diverse participation • Develop a shared vision and common goals • Develop results-oriented organizational/ community building plans • Focus on building sustainable organizations

The Work We Do

NCDI’s capacity building model is called Building Capacity for Social Change (BCSC). Based on thirty years of experience working in and building the capacity of communities of color, we have identified six key areas that are essential to build capacity in communities of color and other justice-seeking communities.¹¹

- *Community Engagement:* Informing, connecting and engaging people in the social change process.

¹¹ See Appendix 1 for a descriptive summary of how NCDI works to build the capacity of individuals organizations and communities of color.

For the past two years, NCDI has been working in Detroit with the Skillman Foundation Good Neighborhoods Initiative, bringing together thousands of African American and immigrant residents in six culturally and linguistically diverse neighborhoods to engage in community visioning and planning together and then implement their action plans.

- *Community Organizations*: Building strong organizations and networks and developing institutional capacity for social change.

Over the past two and a half decades, the NCDI team has provided capacity building services to more than 1,000 organizations in 40 states and 90 cities. Each year, we work with about 100 organizations – from grassroots groups to service providers to public agencies to funders – to deepen understanding of the role of capacity building in the social change process. In virtually every engagement, we assist organizations to become more effective in carrying out their missions and challenge them to link their work to broader social change goals.

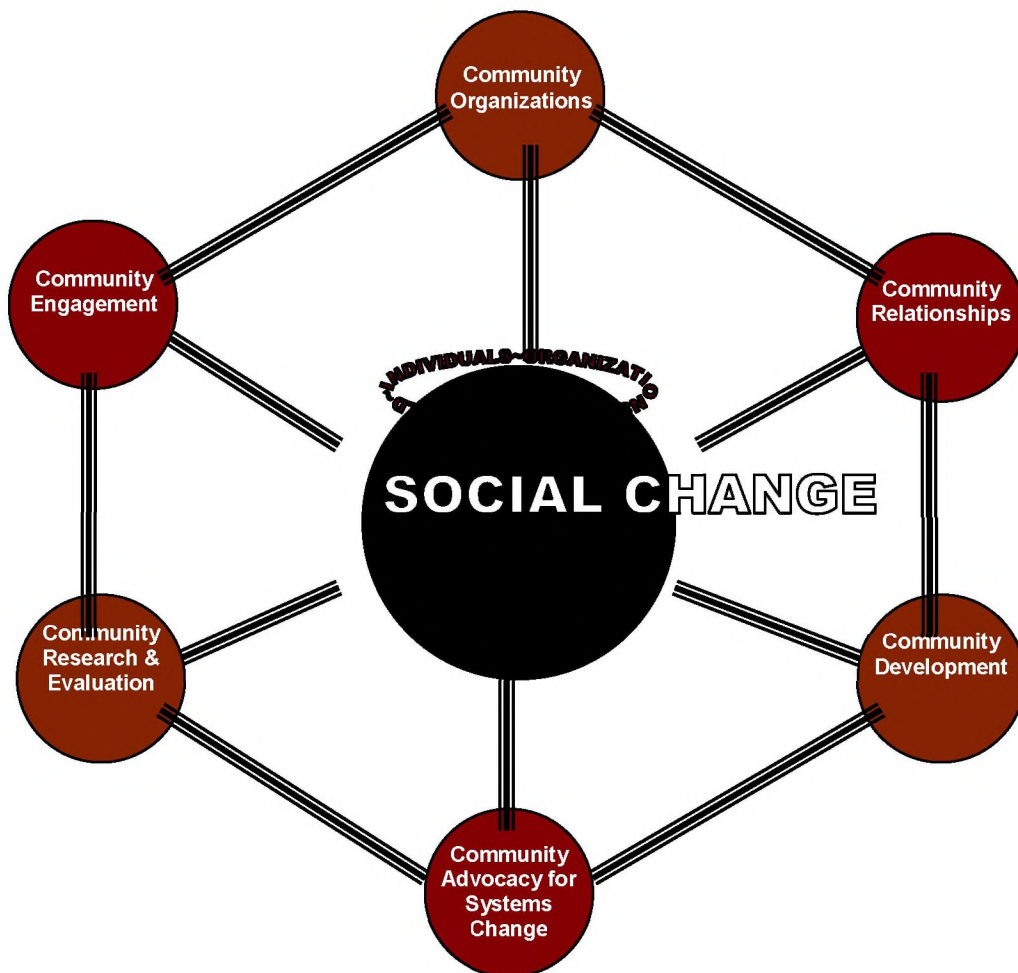
- *Community Relationships*: Building relationships and forming viable partnerships across racial, social and cultural fault lines.

One East Palo Alto is a community-based intermediary that NCDI helped create as part of the Neighborhood Improvement Initiative funded by the William and Flora Hewlett Foundation. It is an organization that has mastered the art of bringing together diverse populations – in this case, African Americans, Latinos, and Pacific Islanders to work together on common goals. East Palo Alto is a city that has changed from a majority African American community to one where Latinos are now in the majority. The One East Palo Alto story offers many lessons for the field.

- *Community Development*: Improving the quality of life by changing material and social conditions in the areas of economics, education, health, housing, public safety and family life.

NCDI is honored to have been invited to work with a wide array of amazing people, who, in their own ways, are moving mountains and paving uncharted paths to improve social conditions for people of color in this country and around the globe. The organizations that we serve typically engage in organizing, advocacy, service delivery or development work at the local, regional, national and international levels on behalf of low-income communities of color and other justice seeking communities. Strengthening organizations and connecting organizations both within and across their content work areas is at the heart of the community building process.

SIX TRANSFORMATION AREAS



to improve social conditions for people of color in this country and around the globe. The organizations that we serve typically engage in organizing, advocacy, service delivery or development work at the local, regional, national and international levels on behalf of low-income communities of color and other justice seeking communities. Strengthening organizations and connecting organizations both within and across their content work areas is at the heart of the community building process.

- *Community Advocacy for Systems Change*: Changing institutional policies, practices and modes of investment.

In July, 2007, Mayor-elect Ron Dellums of Oakland, California decided to implement a different kind of electoral transition process – one where the transition team was not just comprised of a few leading experts, but rather engaged thousands of community members in defining the strategic recommendations to guide his administration during a four-year term of office. The Dellums Transition Team called upon NCDI to co-design this people-driven transition process.

Over a six-month period, more than 1,000 community members participated on forty-two task forces (such as youth development, police accountability, “greening” the city, financing universal healthcare and affordable housing) which met weekly and developed policy recommendations on over a hundred questions that were generated through the election campaign process. The Dellums transition process is an example of mobilizing and empowering the community to effect policy change and promote institutional accountability.

- *Community Research and Evaluation*: Documenting and telling the community building story from the perspective of the community

The Community Development Institute is an affiliate of NCDI which has formed an Empowerment Research(ER!) department whose mission is *to strengthen the ability of public agencies, foundations, and community based organizations to empirically frame and address community problems and to increase the capacity of underserved communities to understand and impact public policy*. CDI offers an impressive group of knowledge services for communities of color including policy analysis, demographic analysis, transportation and land use analysis, community surveying and environmental impact assessments – all with a focus on informing and enabling communities of color to use information as a political tool in framing and advocating for social change.

Community Research and Evaluation is an area where communities of color have the least capacity and where we strongly encourage community organizations and funders to invest in this often-overlooked but critically important area of capacity building work.

In summary, BCSC is a methodology that is rooted in the racial and cultural dynamics of communities, based on social equity principles, shaped by the voice of the community and focused on social transformation. As culturally-based capacity builders, race and culture matter in all aspects of our work. For us, social equity is not only a fundamental principle, but an achievable goal. In our capacity building work, we have found that a community is able to guide its own transformation process when it has good information, adequate resources and the right kind of technical support. When capacity building is done right, social change occurs in response to the voice of the community.

- √ *Race and Culture*
Race and culture matter in all aspects of our work. Therefore, one of our primary roles is to learn about the cultural dynamics and address the racial disparities in the organizations and communities that we serve.
- √ *Social Equity*
Social equity is a fundamental guiding principle and an achievable goal. Consequently, another important role that we play is helping organizations and/or communities to envision an alternative and a desired future and link their work to the broader social justice movement.
- √ *Community Voice*
Building capacity in the BCSC model requires that we engage communities according to their own norms and patterns. For example, if Latinos are the majority group in a community or organization, meetings should be conducted in Spanish and not just translated from and to English. If we are working in a Native community, the talking circle might be the mode of decision-making. In these important ways, organizations and communities that work with us drive how *we* work, and have the decision making role on their own journey and destination.
- √ *Social Transformation*
Finally, we believe that communities can guide their own social transformation process when they have quality information, sufficient resources, and the right kind of support. Our biggest success as capacity builders occurs when innovative things happen in communities of color and are sustained after we are gone.

Why We Do the Work

Communities of color – the people, organizations and institutions – face enormous challenges as a result of structural racism, economic disparity, social dysfunction and cultural domination in American society. NCDI focuses on building capacity for social change to enable communities of color to play a pivotal role in transforming the social institutions and practices that perpetuate racial injustice and inequality. We approach our work from the point of view that capacity building is part of a much larger and more purposeful journey that is beyond facilitating the next meeting or creating the best strategic plan – i.e., a journey that keeps social transformation at the center of the capacity building process.

Capacity building focused on bringing about social change goes beyond fixing a particular problem or a single issue. *Working in this way means focusing on solutions and social change, not just on fixing problems.* It is the difference between letting problems define our world or setting our own agenda to be in the lead. It's how we work with organizations and communities that may feel stuck, showing them how to think differently, dream bigger, reframe issues, ask different questions, and connect what they do day-to-day to the bigger context of influencing societal change. It's the way that we integrate our capacity building work with the social change movement to build the broadest base of engagement across the widest constituent base, whether we are working on board development or team building.

NCDI's approach to capacity building is fundamentally different from most mainstream management consulting. Profit is not our primary motive for doing this work; rather, we are working to bring about social change. Instead of seeing ourselves as experts, we see ourselves as peers, whose primary roles are to:

1. Identify and utilize indigenous wisdom
Uncover, appreciate and build on the innate wisdom and resources of the community and challenge community members to look at and use their collective wisdom and power to overcome problems to bring about social change.
2. Broker knowledge and resources
Research and share information on best practices in the capacity building and community building fields and link community members to financial, human and technical resources that can be used to implement feasible and tested problem solving strategies.
3. Build bridges across cultural identity groups
Strengthen relationships across cultural identity groups, especially in communities with rapidly changing demographics.
4. Provide technically superior capacity building support
Provide effective technical support services for communities of color that respond to their changing needs.

Whether the capacity building work is to help develop a theory of change, identify best practices, or improve organizational effectiveness, capacity builders need to listen to the community, broker knowledge and resources, build bridges within and across communities and provide top-notch technical support. This is not only what's needed in communities of color, it's also the right thing to do.

CASE STUDIES

CDI conducted a number of interviews with several organizations served by NCDI to document our methodology. The guiding research question for these interviews was "*How is the culturally-based capacity building model implemented and how effective is the model?*" In this article, we discuss NCDI's work with two of the organizations, linking the culturally-based capacity building methodology to what was going on at the time in these organizations. The two organizations are:

- One East Palo Alto (OEPA), a multi-ethnic community-based intermediary in East Palo Alto, California. Its mission is to develop resident leaders, broker resources, do capacity-building, and advocate for significant change leading to improved social, physical, spiritual, educational and economic well-being for residents of EPA. NCDI had a key role in founding the organization as part of a comprehensive community initiative sponsored by the Hewlett Foundation.
- Asian Immigrant Women Advocates (AIWA), an Asian American advocacy organization in Oakland, California. Its mission is to improve the living and working conditions of low-income Asian immigrant women and their families through education, leadership development and collective action. During the past ten years, NDCI has provided various technical support and training services to the organization.

ONE EAST PALO ALTO A Community-Based Intermediary in East Palo Alto, CA
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The Community¹²

East Palo Alto (EPA) is a small, low-income city that incorporated in 1983 after decades of political, economic and social neglect by San Mateo County. The "incorporation movement" was led by a group of African American activists who sought self-determination and the right to self-governance for the community. The main goal of incorporation was to gain control over three main areas: land use, police, and economic resources, to improve the quality of resident life.

East Palo Alto is located on the San Francisco peninsula adjacent to the cities of Palo Alto and Menlo Park. It spans an area of 2.5 square miles and has a diverse population of 33,000 residents. Over the past six decades, the population has changed from 95% majority white in the 1950's, to 62% majority Black in the 1960s, 1970s and 1980s, to a Black plurality in the 1990's, to a 67% majority Latino in the current decade. At this time, the two other main populations are African Americans (26%) and Pacific Islanders, mostly Tongans and Samoans (7%).¹³

A wide range of economic and social challenges troubled East Palo Alto during the first 10 years of cityhood from 1983-1992. In 1992, the press dubbed EPA as the nation's "murder capital" because it had the highest per capita murder rate of any city in the USA. Since that time, however, there has been steady progress in rebuilding the community, evidenced by new community development, new community-building initiatives and a new multicultural community spirit. Silicon Valley's explosive economy spilled over into EPA in the mid-1990s, resulting in higher land values, housing and commercial development, increased tax revenues, an influx of middle- to upper-income residents and, as a by-product more gentrification.

The Organization

The One East Palo Alto Neighborhood Improvement Initiative (OEPA) was a Hewlett Foundation-sponsored, community change initiative that began in 1999 and ended in 2006. OEPA was founded by community members on the assumption that effective, deep-rooted and long-term solutions to poverty and disinvestment can only be achieved if the community itself has a primary role in planning its future and directing the community-change process.

During the past six years, OEPA evolved through four main stages – an initial planning phase from July 1999 to December 2000; the formation of a community-based intermediary from January 2001 to December 2002; operating as a non-profit, 501(c)(3) organization beginning in November 2003; and, since January 2007, functioning as a free-standing nonprofit without Hewlett Foundation funding or oversight.

OEPA's vision is to transform East Palo Alto into a community where residents celebrate their diversity and are engaged, informed and empowered to attain the economic, social, and educational resources

¹²The descriptions of the City of East Palo Alto and the One East Palo Alto Neighborhood Improvement Initiative were taken from various unpublished planning documents and program reports prepared by the organization.

¹³U.S. Census Reports for 1960, 1970, 1980, 1990, and 2000

they need to enjoy a good quality of life. Its mission is to develop resident leaders, broker resources and services, build the capacity of individuals and organizations, and advocate for significant change leading to improved social, physical, spiritual, educational and economic well-being for residents of EPA. OEPA is the only organization in EPA that brings together all the different ethnic groups to advance a common community agenda.

NCDI's Role

CDI played a key role in creating and developing OEPA from its inception in 1999. Omowale Satterwhite, Founder and President, of both CDI and NCDI, helped to launch the initiative in 1999. As the "community partner," CDI coordinated the initial community-planning process and provided the first staff team for the initiative. Over the next five years, NCDI staff provided capacity building support for organizational planning, board development, human resources and community engagement.

The Methodology

Working from the Community

As the community partner, NCDI did extensive outreach into the community in the last two quarters of 1999. NCDI capacity builders talked with residents, organizational, faith-based and civic leaders from the three primary ethnic populations (Latinos, African Americans and Pacific Islanders) and facilitated weekly community forums on key issues such as education, housing, police/community relations to lift up the diverse voices in the community. From the 30 to 40 people who consistently attended these forums, community residents formed a community advisory group to learn more about the social conditions, power relationships, cultural dynamics and complex, challenging issues in the community.

Working with the Community

As the community partner, NCDI coordinated a year-long planning process in the year 2000. During the first nine months of the planning process, an average of 150 residents attended the weekly community planning meetings. At each meeting, there was a greeter from each cultural community, a multilingual registration process and multi-ethnic food, child care and written/oral translation for the participants. The meetings began and ended with community-building activities to promote a sense of community, connect residents from different ethnic groups and build trust in the initiative. Following the advice of the community advisory body, we formed ten planning groups that met weekly for six months. Each planning group had a facilitator, recorder, researcher and translators (as required). After each weekly meeting, a one-page summary was prepared for each planning group in multiple languages and shared with the group members at the next regular weekly meeting. From time to time, the planning groups were invited to share information about their work to keep everyone informed about the entire planning process.

Working in the Community

The Haas Center for Public Services at Stanford University was selected to be the "University Partner" by the foundation. Its role was to conduct research, provide technical assistance, and engage students in the community planning process. Thus, on a weekly basis, Stanford students attended meetings, served as recorders for community planning groups, and conducted research between meetings to respond to research requests. The Haas Center compiled a demographic profile of East Palo Alto and published a directory of agencies, organizations and businesses in the community. In addition to the research tasks undertaken by the Haas Center, NCDI in its community partner role, hosted peer-to-peer learning

dialogues with activists from several communities and sponsored periodic events to promote cross-cultural understanding among the residents.

Working for the Community

After the first two years of the initiative, NCDI's role shifted to "technical assistance intermediary" (2002-2004) for the entire initiative. In this capacity, we provided technical support and training services in the areas of organizational planning, board development, human resources and community engagement. Specifically our role was to conduct an annual assessment, develop a technical support plan and support OEPA in building its board, expanding its membership, hiring an Executive Director, drafting an annual plan, raising funds, and addressing other key organizational issues. Since 2005, our focus has been on helping OEPA to develop and implement transition strategies to sustain the organization beyond 2006 after the end of the Hewlett grant.

ASIAN IMMIGRANT WOMEN ADVOCATES An Immigrant Rights Organization in Oakland, CA
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The Population¹⁴

Women of color have historically suffered discrimination due to racism and sexism in this country. Immigrant women of color have also always faced another set of changes: anti-immigrant sentiment and language discrimination. This long and complex history of anti-immigrant sentiments, institutionalized discrimination, and traditional obstacles (i.e., lack of literacy, poverty) serve to prevent immigrant women and their children from fully participating in the political process and advancing their needs.

Asian Immigrant Women Advocates' (AIWA) constituents are low-income, immigrant women who work in the garment, electronics, hotel and other low-wage industries in Alameda and Santa Clara counties. The garment industry has earned the reputation of being a sweatshop industry because garment jobs typically involve low wages, instability, and severe working conditions. Women working in the electronics and hotel industries also have similar workplace problems, especially lack of health insurance.

The Organization

AIWA was founded in November 1983 by workers, community activists and union organizers. For the last twenty-four years, its mission has been to promote justice and power among low-income, limited English speaking Asian immigrant women workers and youth so that they can bring about positive changes in their workplace, community and broader society. AIWA serves low-income Chinese, Vietnamese and Korean immigrant women between 21 and 65 years old and youth between 16 and 21 years old.

AIWA is a community-based organization that works to improve the living and working conditions of low-income Asian immigrant women and their families through education, leadership development and collective action. The organization is committed to providing women and youth with the resources, tools, and opportunities to be their own best advocates as they work toward social and economic justice. It promotes civic engagement, giving voices to immigrant women and youth who historically have none, as they work to create systemic change.

¹⁴The descriptions of AIWA were taken from various unpublished planning documents and program reports prepared by the organization.

All of AIWA's programs are designed to encourage participation and leadership development. AIWA has learned through experience that the best way to develop leadership among low-income immigrant women and youth is through replicated peer trainings. AIWA's current program scope includes outreach activities, literacy and computer classes, leadership development and skills training programs, health and safety workshops, and campaign internships. It has found that having committees of peer leaders to work on these programs and guide the organization's direction is the best method to develop collective grassroots leadership and remain strong while working on targeted justice campaigns.

AIWA had developed a specific leadership methodology called the "Community Transformational Organizing Strategy" (CTOS) to develop immigrant women and youths' self-confidence, leadership, and active participation in the campaigns to improve their working and living conditions. The CTOS methodology was developed after many years of working with the immigrant community and observing the process that occurs as women become involved in civic engagement.

NCDI's Role

NCDI has provided capacity building support to AIWA during the past ten years. Our initial work in the mid-1990s involved facilitating AIWA staff meetings focused on its national garment workers campaign. Since then, NCDI's primary roles have been to assist with organizational planning, provide leadership training in such areas as facilitating meetings, strategic planning and board development, and facilitate staff meetings to address key organizational issues.

The Methodology

Working from the Community

During the initial engagement period after AIWA had launched a national garment workers campaign, NCDI was invited to facilitate staff planning meetings addressing various campaign issues. At that time, the NCDI President had only a limited understanding of Asian cultures. Consequently, he gave high priority to learning about cultural norms in Asian communities and about the organizational culture at AIWA. With painstaking patience, he asked questions, read documents, observed meetings and sought advice about how to best serve the organization. Throughout the learning process, AIWA staff worked with and guided him in deepening his knowledge of the organization and the Asian community. As a result, the President was able to establish a high level of trust and build an enduring partnership with the organization.

Working with the Community

Throughout our work with AIWA, the main strategy has been to utilize a co-design process to define NCDI's scope of work and methodology for serving the organization. Typically, this involves conducting joint planning meetings with the entire staff and, where applicable, similar meetings with Membership Board members. In the co-design process, the President attends one or more meetings to get an orientation and status report on the organization, facilitates a dialogue with the staff to identify outcomes and strategies for the technical support project, and then drafts a technical support plan with outcomes, strategies, timelines, roles and costs. The draft plan is reviewed by the AIWA staff and desired revisions are communicated to NCDI. This process continues until the AIWA staff is satisfied that the scope of work and methodology are adequate to meet their needs.

Over the past ten years, NCDI has assisted AIWA with developing various organizational plans. One of our basic tenets during each planning phase was to create learning spaces where people could participate in the planning process based on their own cultural norms and social practices. Thus, our approach was to first hold separate planning meetings with Chinese garment workers in Oakland and Korean electronics workers in San Jose. Since the NCDI President was the only person in these meetings who did not speak the native language, all meetings were conducted in Chinese or Korean with periodic translations into English. Further, all ideas recorded on easel paper were simultaneously written in two languages – Chinese/Korean and English.

After the initial planning meetings in Oakland and San Jose, the next step was to convene joint meetings to develop an integrated organizational plan. These meetings were all conducted in three languages with simultaneous translation of conversations and written documents including the recordings on easel paper. For example, the Chinese participants usually spoke in their native language with simultaneous translation into the Korean and English languages. When Korean participants spoke, they too talked in their native language with translation into Chinese and English. This is how culturally-based capacity building works by creating spaces where people can participate in their own culturally authentic ways.

Working in the Community

After the national garment workers campaign was won, AIWA tackled the basic question of “what next?” in its social justice work. One of the perplexing questions that had not been resolved was how to develop an integrated program framework for its service delivery and organizing activities. In our work with other organizations facing the same issue, NCDI had designed a seven-step planning process for developing an integrated program plan. The seven steps were building awareness, initial engagement, member enrollment, service provision, leadership training, organizational leadership roles and community/movement leadership. NCDI shared this model with AIWA staff, who used it to develop the CTOS leadership methodology. After the initial framing of the CTOS approach, the organization undertook an extensive program review to deepen understanding of its leadership methodology and developed a sophisticated database to document and track the impact of its leadership development work. Today, AIWA is a learning organization that engages in data-smart program planning on a regular and consistent basis.

Working for the Community

NCDI has not had a direct role in assisting AIWA to implement its social change strategy and apply the CTOS model.

LEARNING QUESTIONS

In thinking about the next phase of our work, NCDI has identified a set of key capacity building questions for community builders and organizational leaders. These core questions are presented below.

For Community Builders

The basic community-building questions that culturally-based capacity builders need to be mindful of include the following:

1. *Community Engagement*
How do we engage residents and other constituents to play active, relevant and meaningful roles in the social change process?
2. *Organizational Infrastructure*
How do we integrate organizational development with building institutional capacity for social change?
3. *Relationship Building*
How do we build sustainable and authentic cross-cultural partnerships? How do we involve cultural groups that may be reticent about coming to the table?
4. *Community Development*
How do we change the socio-economic conditions in communities to improve the quality of life? How do we ensure access to institutional services and/or resources and equitable results when we bring different cultural groups together?
5. *Organizing/Advocacy for Institutional Change*
How do we mobilize and empower communities to work together to achieve policy change and institutional accountability?
6. *Community Research and Evaluation*
How do we help communities to document, analyze, frame and tell their own stories about lessons learned and best practices in building healthy communities?

For Organizational Leaders

There is a direct relationship between the quality of life in a community and the capacity of its institutions to address basic human needs, build community, promote social transformation and achieve institutional change. Therefore, organizational capacity-building is at the heart of the social change process. The basic organizational development challenges for capacity builders who work from a culturally-based perspective are:¹⁵

¹⁵These seven capacity areas are generally accepted in the management services field as basic requirements for building a sustainable organization.

1. *Identity (Vision, Mission, Values, Strategies and Niche)*
How do we support organizations to define and articulate their strategic aims, however, reflecting the voices of their diverse constituencies and commit them to advancing the cause of social justice?
2. *Leadership and Governance*
How do we support organizations in developing diverse boards that govern with vision, competence, and compassion? What are the guiding principles for determining who should be at the table and defining the roles they should play?
3. *Planning*
How do we support organizations in developing long-term and short-term plans that are responsive to diverse community voices?
4. *Finance*
How do we support organizations in developing strategies to increase philanthropic giving (time, talent and money) from within communities of color and to launch enterprise activities resulting in sustainable earned income streams?
5. *Systems and Infrastructure*
How do we support organizations in building an organizational culture that values equity, inclusiveness, and diversity? Are these systems the same or how are they different from mainstream organizations?
6. *Human Resources*
How do we support organizations in recruiting, training and maintaining a culturally diverse and capable staff team? How do help them to deal with power sharing issues? What are the most effective tools when we are trying to work through language differences and cultural expectations in organizational and community settings?
7. *Program Development, Management and Evaluation*
How do we support organizations in developing culturally-based programs that are responsive to the community's voice? What are culturally appropriate ways for engaging constituents and developing partnerships with other community organizations?

FINAL THOUGHTS

Building Capacity for Social Change is offered to capacity and community builders as a tested way of working in communities of color, and ought not be viewed as a one-size-fits-all "cookie-cutter" template. The ways of working described herein need to be adapted to each organization and/or community in which one is invited to work. This approach, because it honors the indigenous wisdom and assets of each community and organization, will yield effective results with most communities and organizations working for social change.

To lead people walk beside them ...As for the best leaders, the people do not notice their existence. The next best, the people honor and praise. The next, the people fear; and the next, the people hate...When the best leader's work is done the people say, "We did it ourselves!" - Lao Tsu

APPENDIX I
BUILDING CAPACITY FOR SOCIAL CHANGE IN COMMUNITIES OF COLOR

The roles of capacity builders are to help individuals, organizations, and communities to...			
	Develop the Leadership Capacity of Individuals	Strengthen the Capacity of Community Institutions	Transform Communities as a Whole
Engage Community Leaders	<ul style="list-style-type: none"> ▪ Implement leadership development programs for community members. ▪ Engage community members in: <ul style="list-style-type: none"> ○ Developing a shared vision for community change ○ Identifying common community goals, assets, and solutions ○ Implementing effective community outreach/education programs ○ Building trusting cross-cultural relationships 	<ul style="list-style-type: none"> ▪ Design and implement a consistent community feedback mechanism ▪ Recruit community residents and service consumers as board and staff members ▪ Develop a sustainable feedback loop involving residents and/or service consumers. 	<ul style="list-style-type: none"> ▪ Create sustainable community outreach/education channels ▪ Develop and implement a community change agenda that empowers residents, builds leadership, and defines a social change vision ▪ Develop community-based, constituent-led structures that enable people to manage their own affairs
Develop Organizations	<ul style="list-style-type: none"> ▪ Design, develop, and implement leadership development programs for residents and organizational leaders ▪ Develop strategies to organize residents and other stakeholders to hold community institutions accountable 	<ul style="list-style-type: none"> ▪ Conduct regular organizational assessments, strategic planning, and evaluations ▪ Build core organizational capacities to better lead, manage, govern and adapt to external changes ▪ Build an organizational culture that integrates capacity building as a norm 	<ul style="list-style-type: none"> ▪ Foster a community-wide culture that values organizational effectiveness and capacity building ▪ Form partnerships with stakeholder groups ▪ Promote a systems model that emphasizes collaborative approaches to delivering services

Build Relationships	<ul style="list-style-type: none"> ▪ Engage in, facilitate, and lead cross-cultural bridge-building ▪ Strengthen constituents' ability to build social networks and capital 	<ul style="list-style-type: none"> ▪ Build internal cross-cultural bridges at all levels ▪ Organize clients, peer community-based organizations, funders, and policy makers to develop shared goals and achieve results 	<ul style="list-style-type: none"> ▪ Promote understanding of the cultural practices and values of diverse groups ▪ Celebrate, embrace, and honor cultural traditions, preferences, beliefs, and achievements
Enhance Community Infrastructure and Improve Social Conditions	<ul style="list-style-type: none"> ▪ Expand knowledge through training and peer-to-peer learning in areas such as housing, jobs, education, etc. ▪ Compile and distribute information on current and future community development projects and plans ▪ Train community members to become wise consumers of experts and consultants 	<ul style="list-style-type: none"> ▪ Provide baseline data on material and social conditions in the community ▪ Implement programs that reflect the community's vision and improve material and social conditions ▪ Mobilize and leverage private, public, and community resources including money, knowledge, networks, and skills 	<ul style="list-style-type: none"> ▪ Create and hold a community change agenda and corresponding baseline and performance measures for residents, institutions, and external stakeholders ▪ Develop a community report card and conduct periodic quality-of-life assessments
Advocate for Systems Change	<ul style="list-style-type: none"> ▪ Engage residents and leaders to identify key advocacy issues and work together for a common cause ▪ Provide training to develop research, planning, organizing, communications, and other critical advocacy skills 	<ul style="list-style-type: none"> ▪ Build organizational capacity to conduct and engage in power mapping processes ▪ Identify existing advocacy organizations and campaigns ▪ Engage peer organizations and their constituents in defining advocacy goals and developing the capacity to speak with one voice 	<ul style="list-style-type: none"> ▪ Review community history and former advocacy campaigns with stakeholder groups ▪ Facilitate a process to define and update the community's policy agenda ▪ Engage community stakeholders in advocating for policy changes that will directly benefit the neighborhood ▪ Link resident leaders to a broad policy development process (city, county, and region)

			<ul style="list-style-type: none"> ▪ Develop a community-based process that will be used to hold organizations and key stakeholders accountable to achieving shared results
<p>Document and Tell the Community's Story</p>	<ul style="list-style-type: none"> ▪ Develop the capacity of community members to develop their own research and learning agenda ▪ Provide training in participatory evaluation and other popular education/evaluation methods ▪ Engage residents and leaders in the evaluation process and share findings with them ▪ Create the demand and support efforts to tell the community's story from the residents' perspective 	<ul style="list-style-type: none"> ▪ Develop a comprehensive asset map ▪ Conduct regular assessments of program effectiveness and project outcomes using both standard and participatory evaluation methods ▪ Engage community organizations in continuous research and development, modeling innovative practices and leading by example ▪ Build the capacity to document and share organizational journeys, lessons, and insights 	<ul style="list-style-type: none"> ▪ Compile information on community history, demography, organizations, leadership groups, social networks, planning projects, advocacy campaigns and capacity building programs ▪ Develop, instill, and refine the community's capacity to tell its own stories ▪ Document and share the community's learnings and journey with others