



OAESV
STATEWIDE ACTION PLANNING TEAM
CONVENED BY OAESV
STRATEGIC PRIORITIES &
RECOMMENDATIONS
JANUARY 2021

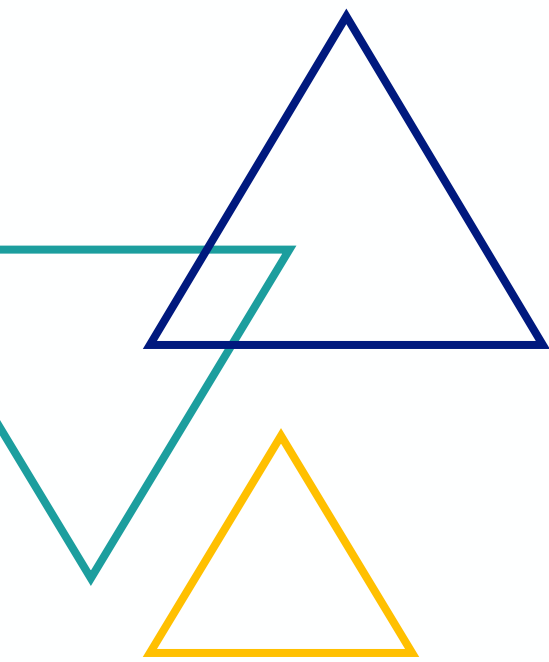


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EXECUTIVE SUMMARY

In early 2020, Sankofa Circle became the lead consultant in the strategic planning process for the Statewide Action Planning Committee (SAPC), a coalition of diverse individuals and organizations tasked with creating a statewide strategic plan for all organizations in Ohio that provide prevention services to individuals and families impacted by violence - sexual, intimate and/or partner.

Specifically, Sankofa Circle has been tasked with the integration of an anti-oppressive framework into the statewide strategic action plan's goals, objectives, strategies and key activities to ensure its inclusive, accessible and successful implementation by the organizations who provide direct serves to the community.

This qualitative process utilizes an intersectional methodology to analyze multiple data sets including feedback from trainings/discussions, workshops and professional development sessions as empirical evidence, outlining the need for a inclusive, anti-oppressive, long-term, multifaceted strategy that will support the overall development of the diverse partners and stakeholders who represent various state and local government departments, non-profits, community-based organizations and concerned individuals.

MISSION:

Curated to promote and facilitate anti-oppressive learning communities for practitioners, the Statewide Action Planning Committee (SAPC) centers prevention practices in assisting all Ohioans to eliminate violence in their personal relationships.

SAPC partner organizations are aligned in the desire to build professional relationships across lines of difference that contribute long-term sustainable systems change in organizations that seek to support victims and families that have been exposed to sexual and intimate partner violence.

VISION:

Our vision is for everyone to live in a world free from violence. We understand this vision can only be met by taking accountability for ending racism, classism, sexism, and other identity-based oppressions in ourselves first, our spheres of influence and in the sexual and intimate partner violence movement and beyond.



EXECUTIVE SUMMARY (continued)

IDENTIFIED VALUES:

- Creating Social Change
- Growth
- Happiness
- Health
- Equity
- Influencing Others
- Integrity
- Service

STRATEGIC PRIORITIES:

- Develop **The SAPC Way**
- Develop a **Standard Statewide Policy + Advocacy Agenda**
- Building a **Community of Practice Through Partner Responsibility**
- Partnerships, Collaboration + **Community Impact**

CONVENING TEAM:

Rosa Beltré	Executive Director – OAESV
Kelly Becker	Training & Technical Assistance Coordinator – OAESV
Ann Brandon	Director of Prevention - OAESV
Rebecca Cline	Prevention Programs Director – ODVN
Jenn Eidemiller	Resource & Communications Coordinator – OAESV
Glenn Harris	Assistant Director of Prevention – ODVN
Jayvon Howard	Engaging Men Coordinator - OAESV
Corina Klies	Rape Prevention Coordinator - ODH
Rose Larson	Executive Director – DWAVE
Dr. Sandra Ortega	Evaluator - Sandra Ortega Consulting
Debra Seltzer	Program Administrator - ODH
Susan Wismar	Community Member at Large

Consultants

Dr. Shemariah J. Arki
Dr. Sherrae M. Mack
Dr. Alice Ragland

OUR APPROACH

STRATEGIC PLANNING PROCESS:

APPROACH - INTERSECTIONALITY:

Moving beyond diversity and inclusion, our approach seeks to situate intersectionality as a framework to creating this strategic plan. The study of intersectionality seeks to understand the multiple and overlapping ways in which various biological, social, and cultural categories intersect, contributing to the perpetration of social inequality. Rooted in Critical Race Theory, Kimberle Crenshaw outlines intersecting identities as a framework for explaining, and ultimately creating a blueprint to dismantle the matrix of oppression. By applying an intersectional framework, researchers and participants alike share their material reality, or their lived experience, as part of this project.

METHODOLOGY – STORYTELLING & COUNTERNARRATIVES:

Throughout the strategic planning process, the training style was interactive and discussion-oriented. Lecture components were incorporated, yet the central emphasis was on participation - with hands on, engaged training sessions. Customized workshops progressed from low to higher risk exercises to build trust among group partners and investment in their work. This amended practice of storytelling allowed participants to develop a greater understanding of themselves and others, motivating and enabling them to cultivate an environment where differences are appreciated and respected, thus creating a counternarrative by amplifying the message of the most marginalized.

SANKOFA CIRCLE - BACKGROUND:

- **Experience:** Over 25 years of experience as a community-serving consulting firm based in Cleveland with a national client base.
- **Specialization:** Implementation, facilitation and evaluation of programming strategies that promote institutional equity, communication, and access for minoritized and oppressed constituents and communities.
- **Strategic Emphasis:** Culturally relevant strategies for a diverse client base of community-serving institutions (for profit, nonprofit, community and education based) by producing conversation, programs and events that speak to the most marginalized voices.
- **Capacity:** Additional staff for the project included national consultants with professional experience with at least one of the following lines of work: reproductive justice; diversity, equity and inclusion; organizational development; women, gender and feminist studies.

REVIEW 2020-2021

STRATEGIC PLANNING SESSIONS:

In December 2019, Sankofa Circle introduced our diversity, equity, inclusion and intersectionality - DEII - framework to this team with a goal of supporting the development of the goals, objectives, strategies and key activities of the statewide strategic plan. Over the year, we have been engaged in a variety of lectures, simulations and discussions that have helped to illuminate some of the deep-seated systemic issues that must be addressed before decimation and implementation of a statewide strategic plan. Therefore, we have created this report to document the work we have done so far, and to outline our recommendations for this work moving forward.

Session One Agenda October 2020

Welcome and Housekeeping
Icebreaker
Review
Simulation: Jobs and Freedom Now!
Competition vs Collaboration
The Plan!
Next Steps and Close
Adjournment

Session Three Agenda December 2020

Welcome + Housekeeping
Review from last session
The Plan: Overview
Priority Areas 1 +2
Goals, Strategies, Key Activities
Priority Areas 3+4
Goals, Strategies, Key Activities
Next Steps
Adjournment

Session Five Agenda March 2021

Community Agreements
Check In
Year At A Glance 2021: Completing the Plan
Refresher: Community of Practice
Activity: Story of Self
Next Steps + Close
Adjournment

Session Two Agenda November 2020

Welcome + Housekeeping
Review from last session
Prework: Racial Identity Status Self-Assessment
The Plan: Overview
Priority Areas
Goals, Strategies, Key Activities
Priority Area One (Breakouts)
Priority Area Two (Breakouts)
Next Steps
Adjournment

Session Four Agenda January 2021

Welcome + Housekeeping
Icebreaker
Strategic Planning
2020 In Review
2021 At a Glance
Recommendations
Next Steps
Adjournment

OUR ANTI-OPPRESSIVE FRAMEWORK

DEFINED

An anti-oppressive framework focuses on both process and outcome as a way of structuring professional relationships that aim to illuminate and dismantle power, both real and perceived, between individuals, institutions and societal systems. By centering identity politics as a central feature of the work of liberation, an anti-oppressive framework helps us to examine the intersectional identities of people, systems and institutions and use this as sites of connection in creating workplaces where all people are connected, respected and valued.

While the framework remains dedicated to principles of social justice by acknowledging diversity, equity and inclusion (DEI) within the cycle of oppression, an anti-oppressive framework includes intersectionality as a core tenant (DEII) to show the necessary and complex role of personal unconscious and systemic implicit bias in subverting oppressive structures.

BACKGROUND:

- Has intellectual roots in Black feminist thought and anti-racism movement
- Centers critical and structural approaches by interrogating power
- Outcome of movement convergence of the 1960's social justice era

APPROACH:







- Seeks to dismantle current system to rebuild for the benefit of all
- Centers intersectionality
- Recognizes lived experiences are complex
- Requires a shared language to ensure the message intended matches the message received
- Starts with self-examinations

PRINCIPLES:

- Society operates within a socially constructed hierarchy of difference where some people are valued and privileged and others are marginalized and exploited.
- People do not belong to just one category or social location. Our identities are complex and multiple; fluid rather than fixed. As a result, we can be both victims and perpetrators of oppression. We often re-create the relations of social power and control that also oppress us.
- The ideas, thoughts and beliefs of people who "belong" to groups that are highest on the social hierarchy create "dominant culture". Dominant culture becomes the standard or norm by which everyone is compared.
- People who are partners of privileged groups have the power to control access to resources and information. This perpetuates the cycle of power and oppression for people who are not partners of these groups. People who are marginalized and exploited experience limited access to the power to shape their own past, present and future.
- Not everyone from the same social group has the same experiences because people have many different lived experiences. When people have multiple marginalized identities, they do not merely face extra barriers; their lived experience is entirely different.
- Integrated anti-oppression work requires that individuals accept responsibility for their role in perpetuating oppression both interpersonally and systemically.

To bring about true transformation, individuals *and* systems must be changed.

CHARACTERISTICS OF ANTI-OPPRESSIVE ORGANIZATIONS

CHARACTERISTIC	WHAT IT MAY LOOK LIKE IN PRACTICE
 <p>Locality Development</p>	<p>Locality development addresses the spirit of grassroots cultivation – the notion of a ‘bottom-up’ approach that includes the locality’s definition of the phenomenon; the locality’s direction for intervention; and the locality’s involvement in implementation and sustainability.</p>
 <p>Social Development</p>	<p>Social development highlights the importance of human capital as well as economic resources in addressing social ills. This approach acknowledges the strength of individual and collective explorations, analyses, and solutions to crises. As such, this perspective adopts a humanistic and holistic analysis of the individual – confronting social, political and economic forces.</p>
 <p>Active Participation of All Stakeholders</p>	<p>Active participation represents a form of partnering, where both providers and participants can join together to build a common vision and direction for the organization.</p>
 <p>Structural Analysis of the Problem</p>	<p>Anti-oppressive organizations believe that political, economic and social forces propel individuals in various ways. Understanding the ‘whole’ person entails a holistic perspective of both individual traits and structural constraints.</p>
 <p>Consciousness Raising</p>	<p>Consciousness raising emerges as an intimate process of accepting, exploring, and ultimately reconstructing one’s past and present and one’s future orientations. Through individual and collective enterprises, anti-oppressive organizations foster safe community settings where individuals can build and rebuild a sense of identity, worth, and understanding of their immediate environments.</p>
 <p>Social Action</p>	<p>Social action implies a commitment to fundamental change in the form of demands for increased resources and/or equal treatment. As such, social action involves consciousness raising made active and public – allowing those without a voice to be heard through critical reflection and empowerment strategies.</p>

2020-2021 STRATEGIC PRIORITIES

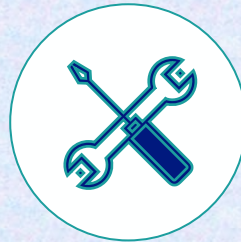
STRATEGIC PRIORITIES

In 2021, SAPC will work to finalize goals, objectives, strategies and key activities, rooted in these four strategic priorities. Based on current positionality, more information and more voices must be represented at this stage of the plan to accurately address each partner organization involvement and to analyze, strategize, and operationalize the group's goals moving forward.



Develop The SAPC Way

Explore and define your organizational identity that centers the most marginalized and employs an anti-oppressive framework in operations, administration, logistics and programs.



Develop a Statewide Policy + Advocacy Agenda

A robust policy + advocacy agenda that aligns with The SAPC Way, includes multiple partner stakeholders and provides a unified narrative of the domestic, sexual and intimate partner violence landscape that illuminates more paths to collaboration and funding.



Building a Community of Practice Through Partner Responsibility

Clearly define partner responsibility by creating multiple opportunities for diverse stakeholder engagement through standardizing onboarding and continuing education processes by building on the strength, experience and expertise of current partners.



Partnerships, Collaboration + Community Impact

Increase community recognition and impact through superior organizational recognition and acknowledgment (The SAPC Way) and the creation of statewide, multi-prong outreach and engagement strategy.





RECOMMENDATION
ONE

ADOPT AN ANTI-OPPRESSIVE FRAMEWORK




Adopt an anti-oppressive framework to serve as a core standard of engagement for rape crisis and domestic violence centers and all similar missioned organizations that provide prevention and crisis services to victims, families and survivors of sexual and/or intimate partner violence in the state of Ohio.

This framework seeks to align representatives of state level agencies, professional associations, local prevention programs, allied professionals and key stakeholders by centering the most marginalized in their continued research, education, advocacy and engagement. The long-term goal for this recommendation is that it will be adopted by agencies who do this work across the state, beginning with those who are anchored through OAESV, ODVN, and ODH - and are part of this coalition. This framework serves as a blueprint for organizations to embark on the transformation of their institutional implicit bias, centering four practice areas:

- Policies and procedures
- Administration, operations and funding
- Programs and service
- Metrics and evaluation

GOAL:
Cultivate and advance effective S/IPV prevention programs which include a social justice framework


**INITIATIVE A
DEEP DATA DIVE**

Initiate a deeper data dive to collect more qualitative, disaggregated data based on agency affiliation and/or role on this team. Data points may or may not include the following organizational capacities: type of prevention service(s), program cycle, evaluation, administration, funding structures/streams.

Beginning with this team, we will meet with each agency represented in hopes of completing more action steps for the strategic plan in progress. Recognizing that some of these will be 1:1 meetings, we are happy to provide this option to everyone on the team. In addition, each agency is encouraged to convene a diverse group of stakeholders to provide additional information as we complete the strategic planning process. As a reminder, focus groups are about 12-15 folks and should comprise a composite that represent various social identities and their involvement with your organization.

GOAL: Magnify the value and scope of S/IPV prevention and anti-oppression work in organizations, communities, and at the state level

Focus Group Themes/Results:

- Collaboration
- Communication between state agencies and local/community agencies
- The importance of an anti-oppressive framework for doing this work
- Voices missing from the table
- Concerns of a lack of commitment of those who are invited to the table
- The need for concrete action steps
- Capacity concerns
- Storytelling and community involvement

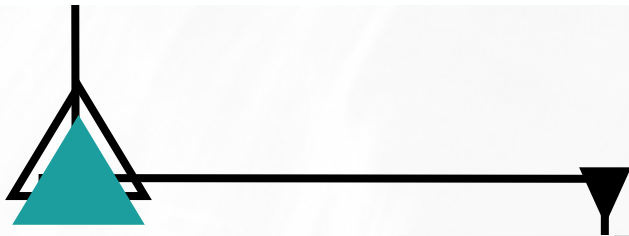


RECOMMENDATION
THREE
**BUILDING A COMMUNITY
OF PRACTICE THROUGH
PARTNER
RESPONSIBILITY**

Grow this team by introducing a culture of continuous improvement in anti-oppression work through defining the identity of this team, knowing that we are always learning and as we learn we do better and then learn more - and we make mistakes that help us learn.

By employing intentional outreach, education and advocacy, in addition to the additional data collected from earlier recommendations, this team should work to create a communications strategy that aligns other anti-oppression initiatives in all organizations represented and invites them to the table.

The intended outcome is to have other voices at the table to add to the statewide action plan. Therefore, we must create space for those voices to join us. This indicates that we must do the identity development work necessary at all levels (individual/institutional/systemic) to ensure our authenticity in the invitation. In addition, we must lead with the historical truth about the history of this work as we share the statistics which constrain us all to be in this work today.



GOAL: shift 50% or more of roles (staff and board) and Sexual and Intimate Partner Violence (S/IPV) convening agencies through RPE & Delta Impact towards a healthier, ore equitable, and anti-oppressive organizational culture.



2023 STRATEGIC PRIORITIES & RECOMMENDATIONS

STRATEGIC PRIORITIES

In 2023, SAPC will work to finalize goals, objectives, strategies and key activities, rooted in these five strategic priorities.

Since 2019, sexual/intimate partner violence (S/IPV) prevention organizations across the state of Ohio have been working together to create a statewide strategic plan that centers an integrated anti-oppressive framework in all facets of S/IPV work. In an intentional effort to include diverse voices of various prevention stakeholders, the statewide action plan (SAP) and accompanying work plan is logistically robust, culturally relevant, timely, and sociopolitically responsive.

Throughout this document, state action plan committee (SAPC) members are intentionally identified as partners to create camaraderie, rebuild trust and clearly identify roles and responsibilities of the SAP itself, including defining partner responsibility.

Therefore, partners will identify where their agency’s work fits within the overall plan, and place their agency SMART(IE) objectives where they fit within the shared plan. Each organization will identify its own SMART(IE) goals concerning each strategic priority area to determine their specific approach. Most importantly, an integrated anti-oppression framework is centered throughout all of the goals, recommendations, strategic priorities and sample actions, uplifting the voices of the most marginalized communities. All work must be predicated on applying anti-oppressive principles into each objective and all actions.

LISTENING TOUR

The first step is for OAESV, in its role as convener, to share recommendations, goals, and strategic priorities through multiple “town hall” meetings across the state to probe, clarify, and incorporate feedback in the final document to be disseminated across all agencies. Each time the report is shared, we invite stakeholders to be part of the SAPC and organizations to join as partners. Upon completion of the listening tour, partner responsibility and next steps will be communicated to those who have demonstrated interest.



2023 STRATEGIC PRIORITIES & RECCOMEDATIONS

1.

Shift individuals and S/IPV agencies towards a healthier, equitable integrated anti-oppressive organizational culture.

2.

Magnify the value and scope of S/IPV prevention and integrated anti-oppression work in organizations, communities, and at the state level through the development of a statewide advocacy agenda.

3.

Cultivate and advance effective S/IPV prevention programs that center an integrated anti-oppression framework by building a community of practice through partner responsibility.

4.

Enhance external partnerships and collaborations to prevent S/IPV that include, support and promote an anti-oppression framework.

5.

Identify and advocate for increased, non-restrictive funding and resources through traditional and non-traditional venues.

STRATEGIC PRIORITIES

RECOMMENDATIONS 2023

Strategic Priority #1: Shift individuals and S/IPV agencies towards a healthier, equitable integrated anti-oppressive organizational culture.

OBJECTIVE 1.1:

With OAESV operating as lead agency, convene a cohort of executive leadership and board members of affiliated state and local S/IPV agencies to identify SMART(IE) goals, objectives and action items for their respective agencies that align with the SAP. This series will further clarify the SAP objectives and action steps, and, through an anti- oppressive framework, help to translate them into individual agency action plans. In addition to programing and fundraising, this plan must include the following elements:

*Develop training schedule for executives, organizational leaders and board members of state and local S/IPV agencies on building and maintaining an integrated anti- oppressive framework in organizational structures and workplace cultures.

Sample Action: Virtual Anti-Oppression Training hosted by OAESV

*Training schedule for HR managers and leaders about best practices for wages, benefits, and organizational management.

Sample Action: Ohio's S/IPV Toolkit for Creating an Integrated Anti-Oppression Organizational Structure in Recruitment, Retention, Onboarding, Training Supervising and Managing

METRICS 1.1:

*Formation of statewide executive cohort with regular meeting schedule.

*Leaders from the executive cohort serve as SAPC co-conspirators at their respective partner agencies who lead the initiative that produces at least 3 SMART(IE) goals to feed into the SAP.

*Selection of training team/consultant, program outline and official rollout schedule available to all SAPC executives, leaders and board members; outward facing recruitment strategy.

RECOMMENDATIONS 2023 (cont.)

OBJECTIVE 1.2: Increase DEII and integrated anti-oppression acumen of preventionists, additional staff and volunteers. Review/update hiring policies and language within job posts/descriptions to attract a diverse candidate pool. Develop a statewide recruitment strategy with higher education institutions to recruit diverse candidates directly from diverse student organizations/majors/campus activities. Review current retention practices and collectively create SMART(IE) HR goals.

Sample Action: Ohio’s Statewide Preventionist Mentoring Program

Sample Action: Ohio’s Toolkit for Recruiting Diverse S/IPV Preventionists

METRICS 1.2:

- *Increased reporting of a healthy workplace through employee climate surveys, program debriefs and annual performance evaluations.
- *Establishment of employee feedback loops through regular 1:1 meetings, performance evaluations, program and event evaluation.
- *Increased representation of diversity in staff self-identification methods

OBJECTIVE 1.3: Prioritize overall staff wellness and self care through various culturally relevant activities and opportunities. Ensure activities add value to employees current and future career trajectory, as well as reflect the diversity, or lack thereof, in prevention work. Opportunities should be balanced between work and non-work hours. Agencies should be prepared to cover the majority, if not all, of the costs associated with the activity.

Sample Action: Implementation of mental health and wellbeing days as part of the employee benefits package.

Sample Action: OAESV’s Day of Healing for S/IPV Practitioners

METRIC 1.3:

- *Increased employee attendance, attitude and productivity.
- *Deeper and more meaningful engagement with clients and community members as reported through event/program surveys and other qualitative and quantitative data collection methods.
- *Increased in self reported diverse identities of clients, customers and volunteers.

RECOMMENDATIONS 2023 (cont.)

Strategic Priority #2: Magnify the value and scope of S/IPV prevention and integrated anti-oppression work in organizations, communities, and at the state level through the development of a statewide advocacy agenda.

OBJECTIVE 2.1

Translate the institutional integrated anti-oppression model to communal, with an intention of building relationships across lines of difference in pursuit of a common goal.

*Continuing to build power through the SAPC, develop an education and training subcommittee that serves to connect and magnify the value of the participating agencies.

Sample Action: Curate a digital resource guide of cohesive, anti-oppressive S/IPV messaging that is culturally relevant and universally accessible to customers and community members that magnify the value and scope of S/IPV prevention as it intersects with integrated anti-oppressive frameworks.

METRICS: 2.1

*Production and publication of resource guides/infographics that connect this work to the sociopolitical context.

*Community attestation of adoption of resource guide through social media, digital feedback surveys or other qualitative data collection efforts.

*Ongoing social media campaigns that simplify talking points that express anti-oppression prevention priorities for popular use.

*Implementation of messaging training through onboarding procedures for all stakeholders (board, staff, volunteers) to ensure comfort levels with culturally relevant subject matters.

OBJECTIVE 2.2

Create multiple diverse, equity-focused, county-based community coalitions representing SAPC partner agencies to work with communities, legislators, schools, and organizations with a goal of long-term sustainable policy implications for S/IPV organizations. Seek opportunities to increase prevention activities and resources through strong, symbiotic community partnerships.

*Ensure the physical composition of the coalition reflects the most marginalized populations. By partnering with intersectional advocacy-based organizations, create a portfolio of success stories from previous projects to be shared with legislators, school boards, and other stakeholders.

*Build, support and amplify relevant campaigns that magnify the value of integrated anti-oppression with local governing bodies, i.e. school boards, city, state governing entities.

Sample Action: Host two roundtable discussions with school and district administrators to promote awareness of educational programs and services SAPC partners can provide.

METRICS 2.2

*Systematically organizing to pressure city council to pass a resolution in favor of a rape crisis line item.

*Participation in lobby days and other structured forms of systemic disruption.

*Prevalence of 2-3 of high functioning, diverse teams that magnify the scope of the work through local and state-wide conference presentations.

RECOMMENDATIONS 2023 (cont.)

OBJECTIVE 2.3

In an attempt to advocate for increased funding, participate in the state budget process by clarifying the role of local agencies/ programs and by demystifying the overall S/IPV funding processes.

*Develop a presentation specifically for legislators and legislative aides that draws support for this work. Schedule meetings with state lawmakers to present this information.

Sample Action: Create unified talking points that express S/IPV goals, priorities and objectives for local and statewide agency use. Train all stakeholders to ensure comfort with suggested talking points.

*Co-create a specialized toolkit and provide ongoing support for local programs to communicate with legislators and advocate for legislation.

Sample Action: Host a series of sessions for local programs on budgeting and advocating for S/IPV prevention funding.

METRICS 2.3

*Active and diverse youth-led commission that advocate for funding on various levels.

*Overall self reported increased acumen of funding/budgets by all constituents.

*Successful infographic/campaign on cost/benefit of prevention that includes popular language (SDOH, vicarious trauma, ACES, etc).

RECOMMENDATIONS 2023

Strategic Priority #3: Cultivate and advance effective S/IPV prevention programs that center an integrated anti-oppression framework by building a community of practice through partner responsibility.

OBJECTIVE 3.1: Building on the data collected from previous strategic priorities, create a statewide, integrated, anti-oppressive communications strategy that aligns SAPC partners through their identification as partner agencies.

- *Reconnect to the mission, vision, values, strategic goals and priorities of SAP.
- *Clarify member responsibility, including expectations and benefits.
- *Prepare refresher orientation for current members.
- *Design, produce and distribute culturally relevant documents for various stakeholders that magnify and amplify the scope of S/IPV (see objective 2.1) for all partner agencies.

Sample Action: OAESV’s Day of Healing for S/IPV Practitioners

Sample Action: Virtual Anti-Oppression Training, 2.0 hosted by OAESV

METRICS 3.1: *Open access, digital platform for SAPC partners which also includes member log-in, free access to collaborative work tools and resources that facilitate deep collaboration across partner agencies.

OBJECTIVE 3.2: Merge and cross promote existing programs with current partner agencies, as well as new, intersectional co-conspirators. Ensure that all program ideas meet the criteria for integrated anti-oppression frameworks.

- *Use focus groups, surveys, and interviews to speak directly with community members about the programming gaps, needs, and best methods.
- *Identify potential community organizations as partners to refine and enhance program ideas that are most relevant to the needs of the community.
- *Involve youth directly in program creation by partnering with education-based institutions that address S/IPV, i.e. school- based gender-sexuality alliances, identity-based groups and social justice/anti-oppressive organizations.

Sample Action: CCSAH: Cleveland Collaborative for School Age Health

Sample Action: Take Back The Night

METRICS 3.2: *Robust calendar of statewide events; amplified through digital platform (see Metrics 3.1)

- *Established high functioning regional partnerships with education-based organizations that increase overall awareness and knowledge of S/IPV that is reflected through campus climate survey results.

RECOMMENDATIONS 2023

Strategic Priority #4: Enhance external partnerships and collaborations to prevent S/IPV that include, support and promote an anti-oppression framework.

OBJECTIVE 4.1: Through the development of multiple communities of practice, or CoP's, seek to build strategic partnerships with mission-aligned community members, organizations, and stakeholders. CoP's center a relationship building model that is not time-bound or based on quantitative deliverables. Instead, the intention is to curate symbiotic relationships across lines of difference in pursuit of a clearly identified common goal.

*Create SMART(IE) goals to develop strategies to identify external partnerships and co-conspirators that include, support and promote an anti-oppressive framework.

*Establish partnerships with education-based identity focused student groups at the high school and university/college levels.

*Reduce tokenism by seeking symbiotic partnerships with both individuals and community organizations that center culturally specific communities including BIPOC folks, LGBTQ, deaf and hard of hearing and spiritual/faith-based memberships and coalitions.

*Institute identity-based circles of collaboration with individual stakeholders and community members grounded in the CoP model to serve as advisors and champions for the work.

Sample Action: Secure role of evaluator for Campus Climate through the Ohio Department of Education (Changing Campus Culture Grant).

Sample Action: Council of Elders at Dimensions Educational Consulting

Sample Action: Music, Message, Mimosas and Mules presented by SEUCC

METRICS 4.1

*50% of Changing Campus Culture Grant CoP's remain functioning following grant cycle

*Host at least two (2) Circles of Collaboration

RECOMMENDATIONS 2023

Strategic Priority #5: Identify and advocate for increased, non-restrictive funding and resources through traditional and non-traditional venues.

OBJECTIVE 5.1

Continuing to build on the success of the CoP's create a boilerplate funding strategy that uses anti-oppressive language, frameworks and methodologies to engage new revenue streams.

- *Apply for funding in partnership with organizations doing similar work
- *Host annual fundraising events
- *Consider crowd-funding to bolter access to unrestricted funds

Sample Action: Emerald Circle Giving Circles by Cleveland Metroparks
Sample Action: Attend/Host a Storytelling Evaluation Training by Ubuntu Research and Evaluation

METRICS 5.1

- *Assigned outreach team with representatives from the community of practice and/or other partnerships to seek out potential businesses as S/IPV initiative and program sponsors.
- *Increased in-kind donations through symbiotic partnerships.

OBJECTIVE 5.2

Increase unrestricted funds by developing a slate of fee for service curriculum offerings.

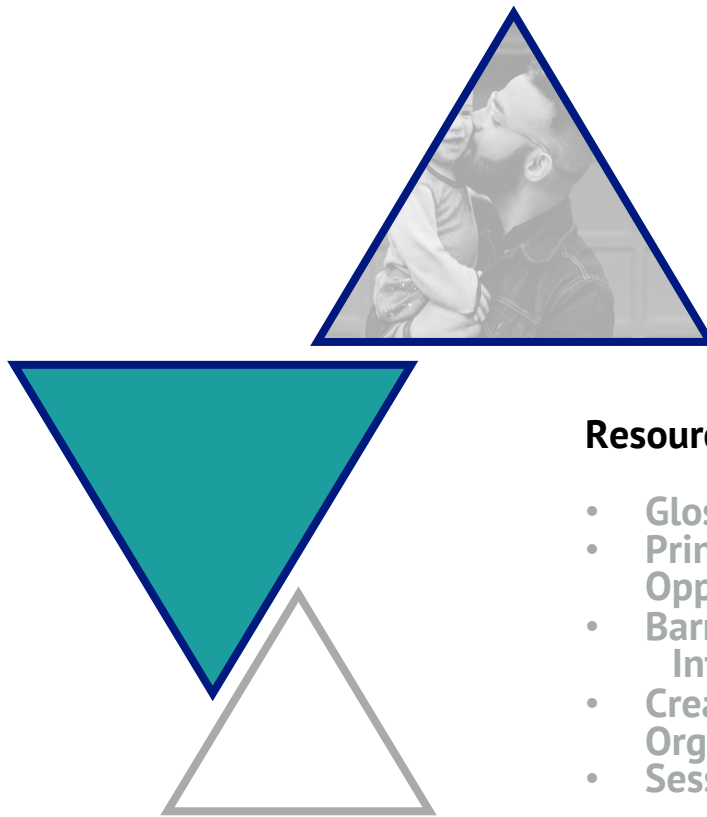
- *Create foundational documents and resources (e.g. business plan, menu of services, budget, list of trainers) to market fee-based services.
- *Develop virtual and in-person anti-oppressive prevention curriculum modules to be aligned with workplace anti-harassment and S/IPV prevention trainings and workshops.
- *Host train-the-trainer workshops for CoP members and targeted stakeholders and champions to lead this work.

Sample Action: OAESV to host website with necessary information

Sample Action: Provide expert trainers to partner with established DEI consultants.

METRIC 5.2

- *Increased revenue from non-traditional funding streams
- *Host focus groups for qualitative input on the impact of fundraising initiatives.



APPENDIX

Resources/Handouts

- Glossary of Anti-Oppressive Terms
- Principles of Integrated Anti-Oppression
- Barriers and Challenges to Integrated Anti-Oppression
- Creating Anti-Oppressive Organizations
- Session Summaries and Resources



GLOSSARY OF ANTI-OPPRESSIVE TERMS

- **Anti-Oppression:** Actions that seeks to provide equitable approaches and practices to mitigate the effects of oppression.
- **Anti-Racism:** 1: An active and consistent process of change to eliminate individual, institutional, and systemic racism as well as the causes of racism, oppression, and injustice. 2: A lens that seeks to address and undermine racism by:
 - understanding racism, prejudice, and stereotyping
 - moving beyond a multicultural lens of recognizing culture and difference to deal with issues of power, justice, and equity
 - challenging and eliminating racism at all levels from personal to systemic
- **Colonialism (US Context):** 1. The ongoing system stemming from white supremacist ideology that codified into law the genocide of indigenous peoples, enslavement of peoples of African descent, and the privileging of white Europeans in what is now the United States. 2. De-facto control of foreign countries that are often called US territories; such examples include Puerto Rico, Guam, American Samoa, and the US Virgin Islands.
- **Discrimination:** Consciously or unconsciously treating someone else unfairly or holding them to different standards on the basis of conscious or unconscious prejudiced beliefs, and not on the basis of individual merit. Can manifest in the following ways:
 - **Overt discrimination:** granting or denying rights or access to groups and/or individual
 - **Unequal treatment:** treating someone poorly in comparison to others because of certain characteristics.
 - **Systemic discrimination:** institutional policies and practices that result in the exclusion or promotion of certain groups.
- **Equity vs. Equality:** Equity means to give everyone what they need to be successful. Equality means treating everyone the same. Equity and equality are two strategies we can use in an effort to produce fairness.
- **Implicit Bias:** Any unconsciously held set of associations about a social group, and can result in stereotyping. Implicit biases are the product of learned associations and social conditioning.



GLOSSARY CONTINUED

- Liberation: A framework of action guided by the premise that the only way to end systemic oppression is by dismantling the system itself, as opposed to giving people equitable resources so they can exist under a system that doesn't naturally benefit them.
- Oppression: "The use of power to disempower, marginalize, silence or otherwise subordinate one social group or category, often in order to further empower and/or privilege the oppressor."⁶ Oppressed groups may consist of people who share a historically marginalized identity like people of color, or individuals of a certain religion or gender.
- Prejudice: A preconceived opinion of another person that is unreasonable and not based in actual experience. It can be directed at people who experience oppression as well as at people who hold relative amounts of privilege.
- Privilege: 1. "A special right, advantage, or immunity granted or available only to a particular person or group of people".¹ 2. "A set of unearned benefits given to people who fit into a specific social group."
- Racism: A system of white racial superiority over other races, resulting in white people receiving unearned benefits and privileges. The structural nature of racism means it is found in all our societal structures – our laws, education systems, workplaces, hiring practices, etc. – and is transmitted through practices, policies, attitudes, and beliefs.
- Stereotyping: Assumptions about a person based on untrue and harmful tropes. These can sometimes seem positive or complimentary but are harmful because they are generalizations about a person or entire group of people not based in actual experience.
- Systemic Oppression: Discrimination that is omnipresent in our societal structures, like our laws, education, and customs.
- White Fragility: Discomfort and defensiveness on the part of a white person when confronted by information about racial inequality and injustice.
- White Nationalism: An extreme ideology and movement attempting to build a white-ethno state by advocating for genocide against Black and Indigenous people, Jewish people, and other minorities. White Nationalism specifically utilizes anti-Semitic tropes in order to perpetuate anti-Blackness.
- White Supremacy: 1. International system of exploitation and oppression of people of color by white people in order to maintain the wealth, power, and privilege of people of European descent. 2. Structures that center and prioritize white people at the expense of people of color.

PRINCIPLES OF INTEGRATED ANTI-OPPRESSION



THE FOLLOWING ARE PRINCIPLES THAT GUIDE THE INTEGRATED ANTI-OPPRESSION MODEL:

- Society operates within a socially constructed hierarchy of difference where some people are valued and privileged and others are marginalized and exploited. For example, people living with a disability are devalued by society and their contribution to society is not recognized, solely because of their disability.
- People do not belong to just one category or social location. Our identities are complex and multiple: fluid rather than fixed. As a result, we can be both victims and perpetrators of oppression. We often re-create the relations of social power and control that also oppress us. For example, one may experience oppression because of female gender/sex but at the same time experience white skin privilege.
- The ideas, thoughts, and beliefs of people who "belong" to groups that are highest on the social hierarchy create *dominant culture*. Dominant culture becomes the standard or norm by which everyone is compared. For example, in Canada the dominant cultural norm of womxn's clothing does not include wearing the hijab. As a result, wearing the hijab is considered unusual and abnormal
- People who are members of privileged groups have the power to control access to resources and information. This perpetuates the cycle of power and oppression for people who are not members of these groups. People who are marginalized and exploited experience limited access to the power to shape their own past, present, and future. For example, Canadian history has been written from the perspective of white skinned European descent colonialists. This historical perspective is perpetuated through dominant education institutions as the only true view of history.
- Not everyone from the same social groups has the same experiences because people have many different lived experiences. When people have multiple marginalized identities, they do not merely face extra barriers; their lived experience is intersectional and entirely different.
- Integrated anti-oppression work requires that individuals accept responsibility for their role in perpetuating oppression both interpersonally and systemically. To bring about change, individuals and systems must be changed.

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BARRIERS AND CHALLENGES TO INTEGRATED ANTI-OPPRESSION



Working from an Integrated Anti-Oppression Framework is not easy for a variety of reasons. It is important to acknowledge this and find ways to continue the work. Here are some of the most common barriers and challenges, and how you can address each one.

Not Enough Time

In social service agencies there is always more work and limited funding. In some cases organizations have had to reduce their number of staff or number of programs. Community service organizations have been seeing higher demands for services from people who seem to have greater and greater needs.

Anti-oppression work is often thought of as work that can wait, as an administrative function rather than work that requires our full and urgent attention. But policies that do not reflect integrated anti-oppression analysis are not effective for many people. This can lead to confusion and make it hard for organizations to proactively respond to the needs of clients, volunteers, staff and communities.

When we create policies using an integrated anti-oppression analysis, programming will become more meaningful and thereby more effective. This approach also helps us learn new ways of doing things. When the work is shared and delegated differently, we can discover new efficiencies.

Not Enough Money to Implement Policy Changes

Implementing real change will cost money and agency budgets are already stretched thin. Remember that not making changes will affect everyone in the organization. The people who will feel the pinch the least are those who have the power to make decisions about the budget!

Most organizations cannot afford to make radical changes all at once to their frameworks and programs. As with any structural change, organizations need to create a plan to phase in change. The plan should include clear timelines, name who is accountable and allocate funds from the budget. The plan should also include priorities, a risk and benefit analysis of what you hope to achieve and steps to meet your goals

BARRIERS AND CHALLENGES TO INTEGRATED ANTI-OPPRESSION



Being afraid of not being able to accommodate everyone, or of making a mistake

When people are afraid, they can freeze and not take any action. Of course, everyone will make mistakes! No organization's policies are perfect examples of integrated anti-oppression. Nobody even knows what fully integrated anti-oppression looks like!

Approach this work with honesty and integrity. Build a system that allows people to acknowledge their limitations, errors and shortcomings. This will allow real change to happen. Confidence will grow as knowledge and insight grow. Stay committed to the work.

Not Having the Will

Working with an integrated anti-oppression framework requires time, effort, commitment, and funds. It asks us to be vulnerable enough to hear how we, as individuals and organizations, oppress others in spite of our intentions. Integrated anti-oppression involves working through conflict and struggle. This is a lot to ask. But it is possible.

If we procrastinate, make excuses and constantly avoid the work, others may come to believe that we are not committed to the work. If you believe that this work is important, take risks and begin.

Not Having the Formal Power to Make Changes

If you do not have much formal power in the organization, it will be difficult for you to be an agent of change. However, you can still do important work! Social justice work is best done in groups. Find allies and build a support network. Together, apply pressure to people who have the power to change things. They will find it hard to ignore a growing group of people. It is easier for them to disregard a single voice.

Not Being Supported by Others, or Doing the Work Alone

It is very difficult to be the agent of change when you have little or no support from peers and colleagues. If you are in this situation, try to find ways for others to join the struggle. Everyone will experience oppression at some point in their lives. By helping them to see that this may make it possible for them to discover why equity is important. Finding common ground is a good place to start.

Everyone Involved is at a Different Level of Understanding

Everyone is always at a different place in their learning. People who have been anti-oppression activists for years can share insights, resources and information with others who are just beginning to think about these issues. Be compassionate. Gently challenge yourself to keep deepening your understanding and to help others do the same. Approach everyone as a potential ally!

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BARRIERS AND CHALLENGES TO INTEGRATED ANTI-OPPRESSION



Not understanding what 'integrated anti-oppression' means and how to put it into practice

There is little information and few resources about applying an integrated anti-oppression framework. Much that has been written has focused on theory more than on how to use the framework. This is challenging for organizations that are inundated with direct service demands and have no time to develop their own materials. As this work becomes more widespread, it is certain to generate more practical tools for busy agencies.

Feeling Overwhelmed by How Broad the Work Is

Many people doing this kind of policy work for the first time say that not having an integrated analysis of oppression makes it hard to change policies. Organizations struggle with compartmentalizing issues of oppression and marginalization; for example, we may address racism but we don't connect it to disability issues and recognize how racism impacts racialized people living with a disability. Changing policies can quickly become overwhelming if an organization is trying to have a different policy for each marginalized group.

Integrated anti-oppression looks at how we can experience systemic oppression and perpetuate oppression at the same time; in the same moment. This is why the work is ongoing no one is an expert! Being forgiving of one another can help foster an environment of change and learning. You can do this by being open to other people's mistakes and oversights, and by noticing your own. Remember that mistakes are opportunities to learn and develop.

Being Afraid of Change or of Losing Position, Status, Privilege

We can all expect to feel uncomfortable with change and to be afraid of losing what we have.

Our society fosters feelings of instability and insecurity, and encourages people to be afraid of losing what they have gained. Historically, marginalized groups have not had access to positions of power, to the ability to make decisions or even to stable, permanent, full-time positions.

Systems of oppression allow some people to have success and achievement at the expense of other people. It does not have to be that way. An integrated anti-oppression framework allows us to find ways to share access and power equally.

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CREATING ANTI-OPPRESSIVE ORGANIZATIONS



POWERED BY SANKOFA CIRCLE INTERNATIONAL



1

GRASS-ROOT/LOCALITY DEVELOPMENT

Locality development addresses the spirit of grass-root cultivation - the notion of a 'bottom-up' approach that includes the locality's definition of the phenomenon; the locality's direction for intervention; and, the locality's involvement in implementation and sustainability. A significant dimension of locality development is immediate response to problems in a caring, sensitive and compassionate manner.



2

SOCIAL DEVELOPMENT

Social development highlights the importance of human capital as well as economic resources in addressing social ills. This approach acknowledges the strength of individual and collective explorations, analyses, and solutions to crises. As such, this perspective adopts a humanistic and holistic analysis of the individual - confronting social, political and economic forces.



3

ACTIVE PARTICIPATION

Active participation represents a form of partnering, where both providers and participants can join together to build a common vision and direction for the organization.



4

STRUCTURAL ANALYSIS OF THE PROBLEM

Anti-oppressive organizations believe that political, economic and social forces propel individuals in various ways. Understanding the 'whole' person entails a holistic perspective of both individual traits and structural constraints.



5

CONSCIOUSNESS RAISING

Consciousness raising emerges as an intimate process of accepting, exploring, and ultimately reconstructing one's past and present and one's future orientations. Through individual and collective enterprises, anti-oppressive organizations foster safe community settings where individuals can build and rebuild a sense of identity, worth, and understanding of their immediate environments.



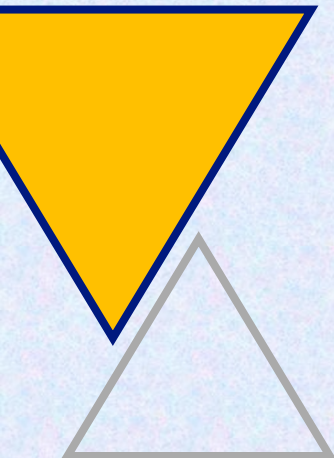
6

SOCIAL ACTION

Social action implies a commitment to fundamental change in the form of demands for increased resources and/or equal treatment. As such, social action involves consciousness raising made active and public - allowing those without a voice to be heard through critical reflection and empowerment strategies.

HELPFUL RESOURCES

- Sexual Aggression, Diversity and the Challenge of Anti-Oppressive Practice - Simon Hackett - Journal of Sexual Aggression (2000)
- Operating in Survival Mode: Challenges to Implementing Anti-oppressive Practice in Feminist Social Service Agencies in Toronto - Lisa Barnoff, Purnima George and Brienne Coleman - Canadian Social Work Review (2006)
- An Integrated Framework of Critical Cultural Competence and Anti-Oppressive Practice for Social Justice Social Work Research - Ransford Danso - Qualitative Social Work (2015)



Session Summaries & Resources

2019

[December](#): Creating an Anti-Oppression Framework

2020

[Slides Jan 2020](#): Strategy Design Session

[Slides Oct 2020](#): Anti-Oppressive Organizations

[519's Equity Glossary of Terms](#)

- [Defining Diversity Handout](#)
- [Session Notetaker](#)
- [Article: Our Cynicism will not build a movement](#)

[Slides Nov 2020](#): Racial Identity Status Self-Assessment (RISSA)

[Slides Dec 2020](#)

2021

[Slides Jan 2021](#): Recommendations/Co-Conspirator

[Slides Mar 2021](#): Communities of Practice

[Recommendations](#)

[Focus Group Report](#)

[Statewide Committee Mission, Vision, Values](#)

