

THE LEADERSHIP COUNCIL

The Leadership Council is a representation of the members of the Within Our Lifetime Network. This council of leaders will continue to develop the mission and vision for the network, create opportunities for the network to grow, and collectively make decisions to advance the network's goals over the two years following their selection.

The Leadership Council will comprise 10 - 12 people, with the intention of creating a group diverse in identity groups, in geography, and in thought and approach. At least 75% of the group will be people affiliated with and representative of an organization. The selection criteria for the Leadership Council will be as follows:

Capacity to serve in a Leadership Position

- Willingness to commit to stated network values.
- Ability to commit time to serving on the council, meeting by phone every two weeks.
- Desire to be in a living-learning community of practice, constantly engaged with others in ending racism.

Skills and Experience

The selection of the Leadership Council is to ensure that collectively we have a balance of these skills and experiences:

- experience in creating a political strategy,
- ability to connect individual experience with the experience of the whole and the "big picture,"
- process-oriented way of thinking,
- experience with grassroots or community building work,
- experience in facilitating groups,
- experience with organizational development and cultivating racial equity both internal to organizations and in their larger work,
- experiences with facilitating healing processes within groups and community
- experiences with network development and/or movement building.

Leadership Characteristics

We will need leaders throughout the Within Our Lifetime network who are open to learn, open to see with new eyes, who are able to make sense of and learn from many different fields, able to connect the whole – the systems, structures and culture of the whole as well as attend, listen and learn from people who are most negatively impacted by the wound that is racism in America.

- Openness to mutually respectful conflict and debate to deepen our analysis and understanding of each other
- Strong listening skills and willingness to communicate freely
- Ability to clearly articulate a racial equity analysis and power/privilege analysis
- Commitment to working collectively for the WOL vision, while actively accountable to the membership and not advocating a personal agenda

Selection Process:

The selection process described here requires participants to be willing to trust one another, and especially to espouse the aforementioned leadership characteristic of committing to work collectively

for the WOL vision, not for a personal agenda. Those who design the specific process will need to find a balance between accounting for power and privilege, and leaving space for individuals to act based on their confidence in one another. The interim leadership working group also recognizes that this process may not be viable as the network grows, and future Leadership Councils may decide to amend this process.

This selection process is intended to ensure continuity of history, knowledge and relationships of Leadership Council members is effectively generously shared with the newest members. It is the intent to identify at least four members of the interim leadership group to continue in their role and to develop an orientation and leadership transition support process.

Phase one: Identifying the candidates for the Leadership Council - late October 2014

The current interim leadership working group will notify legacy members of WOL to submit a letter of interest and/or nomination. If fewer than 20 letters come in, the interim leadership working group can facilitate targeted outreach. These letters/nominations would then be sent to the entire membership for review, and WOL members can recommend up to 3 names each.

Representatives from the interim leadership working group, as well as other interested members, including governance working group members, will lead the planning for a gathering to identify the next Leadership Council and conduct strategic planning for WOL. The intention is that this planning group will be a diverse group representative of the network and will have necessary skills to design a national gathering and strategic planning process. The wider network will be notified when the committee is being formed, so that those who want to assist with the planning can contact the interim leadership working group to be considered. The interim leadership working group will also take responsibility for fundraising for the gathering, with the help of the rest of the planning committee.

Phase Two: Selection of the Leadership Council - in January 2015

WOL will convene those who have been recommended as nominees for the Leadership Council. This gathering will also include others from the membership, including, but not limited to participants in any of the working groups, those who attended initial planning meetings in New Orleans and Chicago, and those who participated on regional calls. The gathering will also include recognized elders in the racial healing/equity field, primarily so they can offer perspective, insight and wisdom from their years of experience. Many of these groups will overlap. WOL will strive to have at least 50 people at the gathering, with expected capacity at 100 people. The goals of the gathering are as follows:

1. Provide opportunities for interested individuals to share their wisdom, skills, talents with one another through workshops and other activities, thereby building the capacity of the network.
2. Provide space for reflection about what the network and the Leadership Council need to support the work of dismantling racism within our lifetime and strengthen the network.
3. Provide opportunities for the collective to interact, hear from, and observe what interested individuals would bring to the Leadership Council.
4. Provide updates on network activities and successes to date.
5. Conduct strategic planning activities for WOL.

Anyone who attends this gathering can be considered for the Leadership Council. Anyone can advocate

for himself or herself, or for anyone else. However, only the people attending this gathering will collectively determine the members of the Leadership Council. Essentially it is a gathering of members who will select from among the leaders at the gathering who will be on the 10-12 person council for the next 2 years. The interim leadership will identify four of its members to continue on the new Leadership Council for the next 2 years, therefore at the first gathering, only 6-8 new members will be identified. Though the gathering's overall goal will be to select the Leadership Council, it will also include strategic planning sessions as well as the opportunity build the Network's community of practice.

Throughout the gathering, participants will lead various workshops or sessions to discuss racial equity and healing issues, and to share specific resources or skills they would bring to a Leadership Council. For example, someone might lead a session on lessons they learned from a campaign they led in the past, and how they are using those lessons in their current work.

Significant time at the gathering will be dedicated to relationship building one on one and in small groups. This time is intended not to communicate credentials, but to allow people to hear one another's motivations, inspirations, and hopes for working in this field.

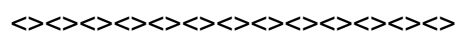
Throughout the gathering, as people learn about one another and better understand what the network needs, people can self-nominate or nominate others to be on the Leadership Council. People can also decline nomination if they believe that their ideas and contributions are represented by others. Participants will be asked to consider the commitment, responsibility, and needs of the network in making their decision. Towards the end of the gathering, the remaining group of most supported leaders will be asked to share more about what draws them to the network with one another. Instead of voting for who stays, the leaders being considered will be asked to choose to step back if they believe that someone can better represent the group as a leader.

The gathering will invite people to enter a space of making the best decision for the collective whole, not a space for promoting oneself above others. Another way to think of it is that each person will be asked to focus on ensuring that their values, points of view, and ideas are represented on the council, not necessarily that an individual is on the council. Each person will be encouraged to select those they feel can vouch for them. This idea can be countercultural, and the sentiment should be expressed in Phase One, during the initial outreach to the whole network to identify potential council members.

The Leadership Council will begin its regular meetings in April 2015.

As are all activities of WOL, the planning and execution of this gathering will be done with the attention and commitment to WOL values (see Appendix), especially around diversity and accounting for implicit bias, power and privilege.

If a vacancy occurs before the next term, the current leadership group will review the final list of nominees and choose someone who provides the skill, experience, needed for the Leadership Council at that time, while still being attentive to WOL values.



DECISION-MAKING and ACCOUNTABILITY

Decision-making and accountability processes will align and reflect with the vision and values of Within Our Lifetime. With the organizing principle of the circle as the oldest form of council, we will adopt a consensus model of decision-making where all voices are valued. Briefly stated, consensus decision-making is inclusive, participatory, collaborative, and co-operative. Consensus decision-making is an alternative to common decision-making practices because it is not based upon the exercise of hierarchy or advancing power-interests over and against any individual or group. Consensus decision-making actively listens to the wisdom and input of every individual and develops agreement about decisions. WOL will utilize the best practices of consensus decision-making to reach decisions through an inclusive, participatory, collaborative, and co-operative process.

We also recognize the potential for oppression to be replicated through a consensus model of decision-making, and will be vigilant in our operationalizing of decision-making norms to ensure consistency with our values.

The Leadership Council, upon the strategic direction established by the general membership, will ensure oversight and day-to-day operating decisions of the financial, legal and programmatic policies of WOL. The Leadership Council will also act as a communication hub between the workgroups and determine the agendas for the bi-annual membership meetings. To ensure transparency, the Leadership Council will provide a report on the WOL’s operations at each membership meeting.

The Leadership Council will consider the following criteria and questions as a framework for their decision making:

Criteria	Proposed Questions
Alignment to Mission, Vision and Values	<ul style="list-style-type: none"> - How does this decision/outcome relate to our core values, approaches and strategies? - How does this decision/outcome serve and impact the communities we live and work in?
Innovation and Learning	<ul style="list-style-type: none"> - How does this decision/outcome help us improve or respond to ending racism in the U.S.? - How does this decision/outcome help us stay abreast of current and changing needs of our communities?
Networking and Collaboration	<ul style="list-style-type: none"> - How does this decision/outcome help us leverage current resources/partnerships or create new opportunities for us? - How do potential partners or collaborators reflect the values of WOL? - How does this decision/outcome further the overall message of Within our Lifetime?
Ease of Implementation	<ul style="list-style-type: none"> - What are the costs associated with this decision/outcome? - What are the projected revenues or projected savings due to increased efficiencies? - What are the infrastructure needs? (e.g. staffing, systems, facilities, equipment, administration/oversight, etc.) - How is the decision/outcome aligned with current organizational competencies and capacity?

Impact	<ul style="list-style-type: none"> - How does this decision/outcome improve our members'/communities' capacity to end racism in the U.S.? - What might be unintended consequences that we may need to prepare for? - How does this decision/outcome improve the effectiveness, efficiency and impact for practitioners to do their work? - How does WOL need to be proactive with our decision/outcome in the context of people and organizations who don't believe in our mission? - How does this decision/outcome help us engage legislation, policies and media that is either supportive of or against our mission, vision and values?
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The diversity of thought and experience among the Council members will certainly generate a level of confrontation and disagreement. We believe that the collective transformation we seek will require the members to balance both the tension and integration of their deliberations and decisions. Their capacity to facilitate processes to be present to each other compassionately through the conflict and learn together will be both derived from and set examples for the communities we endeavor to create.

While there will be principled disagreements, we trust that the Council will take both process and expediency in mind, and those who disagree will not stand in the way of a decision if the majority feels it is right. If a decision cannot be determined by consensus, the Council will employ a third party to facilitate a resolution. The Council may also choose to seek the advice of select elders in the racial healing and equity field whom they all respect to provide perspective and help them reach consensus. If they continue to reach an impasse, the Council may choose, in extreme circumstances, to call a majority vote to reach a decision if a lack of decision will greatly impact the operations of the Network.

Once decisions are ratified and implemented, the Leadership Council and general members will especially honor our value of "radical collaboration to balance autonomy and interdependence, inclusion and accountability." For each task/action step to be implemented, we will encourage between 2-4 people to be responsible, with a point person assigned to coordinate the process. In this manner, the accountability of tasks/action steps will be shared among a bank of volunteers. This process will also allow for a diversity of opinions and voices as the task is accomplished.

Ultimate accountability for a task/action step will lie with the Leadership Council. If a task/action step is not achieved within the projected timeline, the Leadership Council will check in with those responsible to determine the underlying issue (capacity, political, external, and systemic). The Leadership Council will decide whether to: 1) extend the timeline; 2) delegate the task/action step to others; or 3) revise or eliminate the task/action step.

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**Governance Working Group Members**

Beth Applegate, Applegate Consulting Group  
 Lila Cabbil, Rosa and Raymond Parks Institute for Self Development  
 Diane Finnerty, University of Iowa  
 Kevin Fong, Elemental Partners  
 Claudia Horwitz, stone circles at The Stone House  
 Jeanné Isler, National Committee for Responsive Philanthropy  
 Alex Mikulich, Jesuit Social Research Institute Loyola University  
 Julie Nelson, Haas Institute for a Fair and Inclusive Society, UC Berkeley  
 Maggie Potapchuk, MP Associates  
 Terry Soto, Terry Soto and Associates

**Interim Leadership Working Group Members**

Lloyd Y. Asato, Asian Pacific Community in Action  
 Roberta Avila, Steps Coalition  
 Lila Cabbil, Rosa and Raymond Parks Institute for Self Development  
 Susan Glisson, The William Winter Institute for Racial Reconciliation  
 Dushaw Hockett, Safe Places for the Advancement of Community and Equity  
 Jeanné Isler, National Committee for Responsive Philanthropy  
 Maggie Potapchuk, MP Associates  
 Robin Toma, LA County Commission on Human Relations  
 Mike Wenger, The Joint Center for Political and Economic Studies  
 Al White, Action Communication and Education Reform, Inc.

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APPENDIX

WOL VALUES

- *Be Intentional and Vigorous in Ensuring Diversity:* This includes racial and ethnic identities, geographic location, focus of organization’s work (i.e. racial healing, racial equity), organization sizes and types, diversity and intersectionalities of individual identities (specifically gender, sexual orientation, class), and young leaders. We will be especially vigilant in ensuring the intentional diversity of the network’s leadership. Furthermore, we believe that the formal governing structure, as ultimately defined, should be composed of a majority of people who are members of historically oppressed populations.
- *Ensure Inclusive and Equitable Practices:* Our goal is to develop policies and practices that reflect what we hope to create in the larger world, which may mean, at times, slowing down to share our philosophy with members, collaborators, and funders, and standing up for our values and principles rather than complying with inequitable or exclusionary practices. The Network practices and processes shall strive to be reflective of diverse cultures and ensuring dominant culture is not replicated in negative ways.
- *Build Trust and Respect for our Collective work to Dismantle Structural Racism:* We will work to create a common language which is reflective of the spectrum of approaches. This will assist us to lean in with curiosity to learn our philosophical and strategic differences to dismantle racism by avoiding proselytizing, holding conflict respectfully, contextualizing different points of view, and seeking alignment.
- *Be Transparent and Accountable:* Leadership will ensure there is transparency with our practices, and an accountability process implemented. The Leadership Team will be accountable to its members. The WOL Network will be accountable to communities of color and indigenous peoples. In addition to a value, accountability is behavioral, and the Leadership Team will develop clear and transparent mechanisms for accountability. When tension exists with our values of inclusion and action, the Leadership Team will seek to recognize our commitment to both, and will transparently deliberate how best to balance those values.
- *Be Tenacious and Responsive:* The Network will be aware of what is happening on the ground, to recognize mistakes, to be nimble to shift gears, and remain attentive to the intersectionality of issues and identities. We will grow the pie of resources for the Network’s members and our collective work and work tenaciously for equitable distribution of resources.

IMPLEMENTING OUR VISION AND VALUES

Our vision to dismantle racism in our lifetime will be bolstered when we innovate and experiment, work interdependently, and share a creative and tenacious message for racial healing and equity, grounded in a belief that everyone’s human rights must be recognized.

Respectful Space – The Network space we co-create will work toward:

- healing from historic and/or present-day trauma of racism, xenophobia and related forms of oppression,
- honoring and respecting differences in all of our individual identities and treating everyone with respect that affirms their intrinsic dignity,

- respecting different analyses of racism with the common vision of dismantling its systemic roots,
- being open to mutually respectful conflict and debate to deepen our analysis and understanding of each other,
- infusing culture and expressions of spirit,
- building trust and deepening our relationships with each other, including seeking to learn about each other's work and the role it plays in ending racism in our lifetime.

We will together lean in with joy, with love, with our sense of humor, with our vulnerability and courage and with a belief in our collective power.

Community of Practice and Action – Development of our knowledge and skills will be integrated and sustained if we are:

- sharing our work with humility and generosity,
- demonstrating mutual respect through feedback and reflective engagement,
- genuinely believing that our individual contributions and work are fueled by our connection to the greater network and other collaborators,
- seeking to learn the impact of action campaigns with participatory multicultural evaluation methods.

Though consistent and intentional learning is core, it will only be made meaningful by the actions we take individually and collectively and by the outcomes we achieve. It will be critical for the Network to be courageous and take risks while being mindful and supportive of differential consequences of those risks.

Radical Collaboration and Alliances – Radical collaboration and alliances are a recognition of and respect for each other's contributions and awareness of our individual and organizational roles in building a movement. We also understand the interdependence of individual, interpersonal, cultural, and institutional strategies in the context of our collective vision for sustained structural and transformational change. Our process will include:

- being adaptive to political forces and resistance,
- working on both/and approaches rather than either/or,
- balancing autonomy and alignment of members' work in the spirit of the network's vision, and avoiding an expectation of needless conformity,
- implementing our strategies with a power analysis, reflecting indigenous and multiracial processes and understanding of the intersections of oppression and privilege,
- being thoughtful and proactive in understanding the complexity of race and ethnicity and how racism and other oppressions manifest historically and presently,
- forming temporary alliances when necessary with organizations that are not network members without sacrificing our principles and values.