Delta Gamma
1873

Organizational Equity Assessment Report

PREPARED BY THE KIRWAN INSTITUTE FOR THE STUDY OF RACE & ETHNICITY FOR DELTA GAMMA FRATERNITY

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APRIL 16, 2021

This report breaks down our opportunities for improvement in the areas of identifying and remedying barriers, creating opportunities to repair harm and identifying needed cultural changes to realize a Delta Gamma where every member feels valued. They do this in three categories: **governance, education & dialogue and membership recruitment & retention.** These categories were determined after thorough review of the following:

- Governance
- Values & Priorities
- Budgeting & Investments
- Communications (including a media analysis)
- Partnerships & External Impact
- Recruitment
- Retention
- Advancement
- Promotion
- Programs & Education

The report identifies both strengths and challenges/opportunities of Delta Gamma at the organizational level related to diversity, equity and inclusion.

QUESTIONS? Read the FAQ document.

Official Organizational Equity Assessment (OEA) shared below
Trigger warning based on the content of the report. Readers should proceed with caution.

Organizational Equity Assessment

Prepared for: **Delta Gamma Fraternity, Inc. National Fraternity Council**

By The Kirwan Institute for the Study of Race and Ethnicity

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Final Report of Process and Findings

January 2021

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Executive Summary

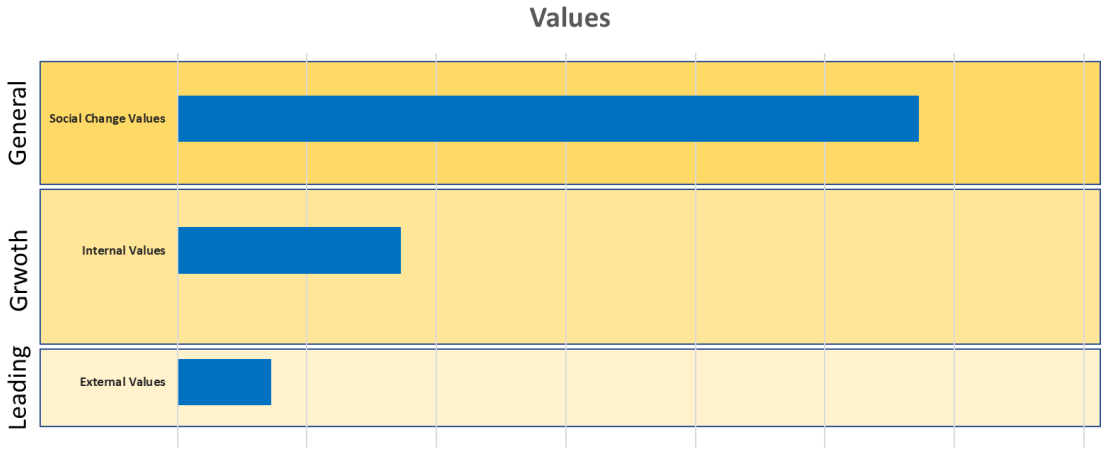
Delta Gamma invited The Kirwan Institute for the Study of Race and Ethnicity to conduct this survey to gain a better understanding of the strengths and challenges that the Fraternity possesses related to their promotion of greater diversity, equity, and inclusion within the organization. Both Kirwan and Delta Gamma hope that the findings and recommendations contained in the report might help members of leadership and key staff members at the national level direct future action aimed at ensuring that Delta Gamma is a welcoming and inclusive organization for women from all walks of life.

The following report will begin by briefly discussing some of the research and previous best practices that inform our process before moving on to describe the methodology and results of both assessment activities. Finally, the report will move towards a discussion of the results and implications for recommendations before finally finishing with a list of 54 recommendations for future discussion and implementation.

Assessment Overview

The assessment combines two general approaches to assessing racial equity within a co-learning process. The Equity Operations Audit is aimed at understanding the role of racial equity within the policies, processes, and procedures that govern Delta Gamma's operations. Meanwhile, the Cultural Climate Assessment is comprised of several surveys, personal interviews, and group questionnaires predicated upon understanding the role of racial equity within the norms, behaviors, and relationships that comprise the experience of being a part of Delta Gamma.

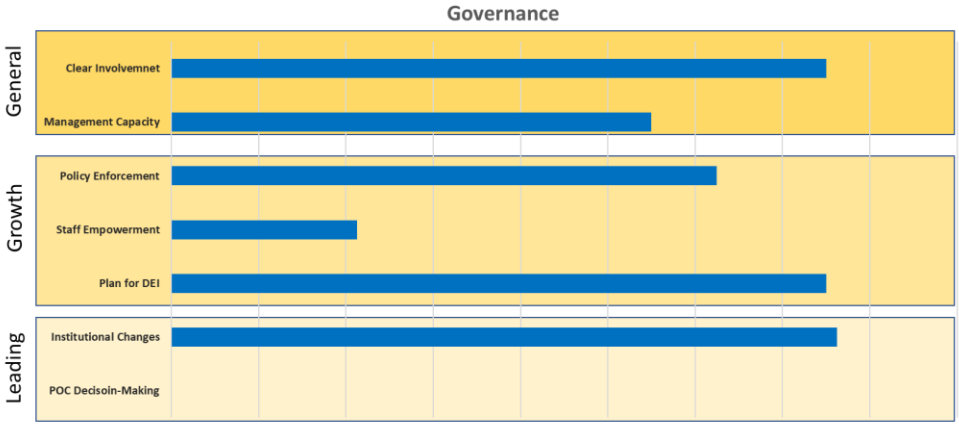
Values



Many of Delta Gamma's activities related to social justice are described as being based in their values. This is most often expressed through Article II of the Delta Gamma Fraternity Constitution. These ideas can be found in programs such as Culture of Care and Sisters for Sight. Delta Gamma's commitments are also tied to their historical founders, particularly in terms of efforts to further the education and leadership capacity of women.

Several documents connect Delta Gamma's DEI efforts to Delta Gamma values, particularly those related to the organization's statement on inclusivity. Additionally, the Diversity, Equity, and Inclusion section of the Delta Gamma website contains deliberate connection between Article II and reconsidering campus wide connections with a racial equity lens. However, it is unclear how this document is positioned within Delta Gamma and the document does not mention any specific policies or procedures within Delta Gamma.

Governance



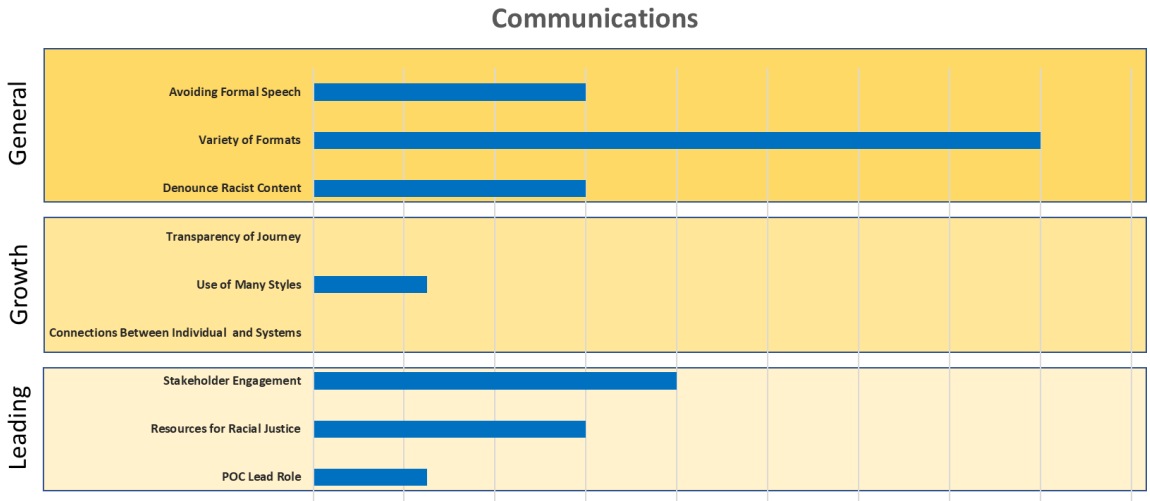
The document review and interviews with staff and leadership revealed both important strengths and challenges for Delta Gamma's DEI efforts in terms of its governance structure. One strength for Delta

Gamma is a growing number of internal structures related to racial equity such as the Diversity, Equity, and Inclusion Committee.

Delta Gamma also appears to have strong policies that clearly delineate responsibility for planning, enforcing, and increasing their scope of racial justice work. Specifically, the alumnae review process (and chapter officer's manual contain laudable processes responding to racist incidents and creating space for considering diversity and inclusion within the chapter structure. However, similar clarity is not present in other areas of the organization.

However, documents supporting the meaningful inclusion of people of color in decision-making were less evident. While certain regional structures and policies directing policy submittal from members exist, it is not clear that these structures led to meaningful decision-making for those not already in leadership. Moreover, documents and interview responses highlighted the dearth of women of color in leadership positions or involved in leadership pathways. Additionally, respondents of color related incidents of microaggressions, racial targeting, exclusion from leadership positions, and minimization of racist incidents as adding to a feeling of disempowerment in organizational decision-making.

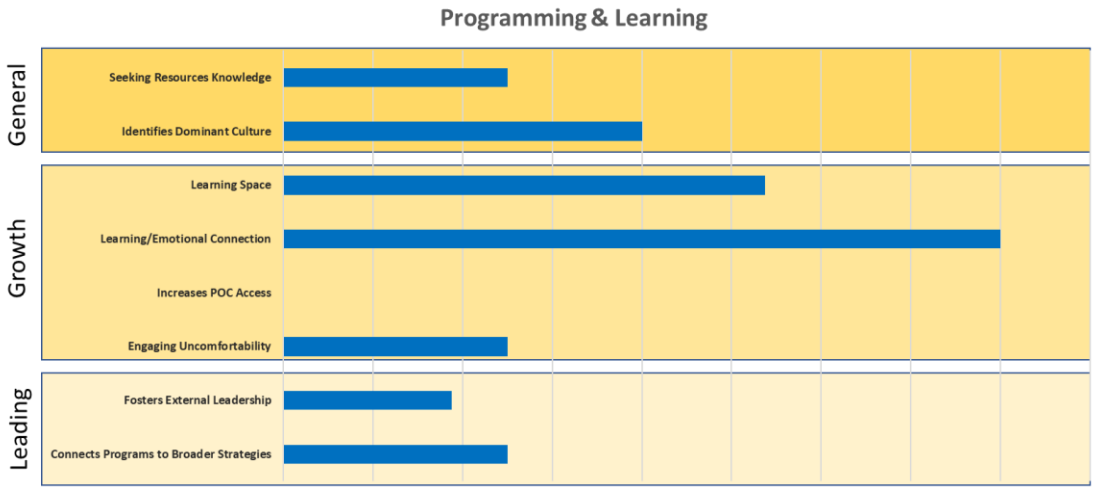
Communications



The Communications category was relatively strong compared to other categories. Delta Gamma makes use of a wide variety of media outlets and resources which can be helpful in ensuring that internal communications are inclusive. The includes the use of the ANCHORA fraternity publication, various social media sites, alumnae and collegiate chapter newsletters, Delta Gamma's own website and a dedicated Vimeo channel as well as other resources provide a wealth of outlets for information and communication. Additionally, regional and identity affinity groups such a DG's of Color also provide outlets for information in spaces of general comfort and familiarity.

However, there exist little evidence of these various resources being coordinated towards communicating a more deliberate and cohesive idea or identity related to racial justice. This ambivalence may also contribute to a lack of evidence for resources specifically dedicated to more deliberate communication about racial equity, and the lack of voices of color in developing communications policy.

Programming and Learning



Relative to other categories, the Programming and Learning category was the strongest across all attributes. Delta Gamma's work and commitment in creating and expanding its DEI-related educational resources was strongly represented in the documentation and among respondents.

The assessment uncovered a great deal of evidence that Delta Gamma facilitates several programs aimed at helping members explore the connection between individual experiences and systemic racism. Additionally, many of the educational resources invite members to think and share about uncomfortable aspects of racial disparities such as unexamined biases and complicity in racial oppression, and a reframing of unexamined 'neutral' concepts such as friendship in terms of diversity and inclusion.

However, the document review found no evidence of programming that specifically centered voices of color at Delta Gamma in educational or capacity building programs which may inhibit the development of an inclusive, equitable, and diverse climate at Delta Gamma and may contribute to educational materials and initiatives that lack relevancy in terms of larger racial equity desires of people of color.

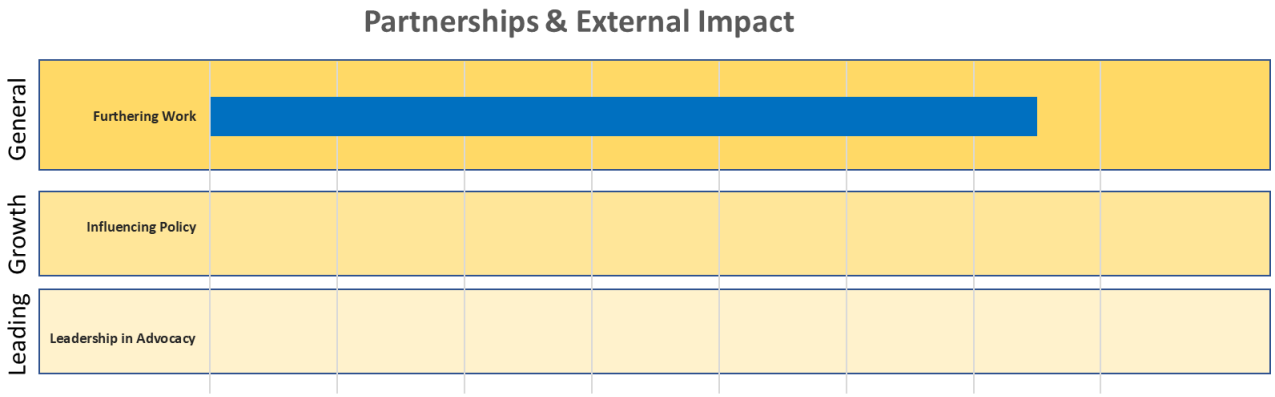
Recruitment, Retention, and Advancement

Overall, the evidence from the document review shows that Delta Gamma's member recruitment efforts are slightly more developed than the organization's staffing efforts. However, between evidence for both efforts in the documentation, these recruiting efforts contain a great deal of room for additional strategies for increased diverse recruitment. Specifically, some recruitment resources included a specific focus on understating racial and structural inequities and biases within the recruitment process, however, those resources were not backed by strong action to ensure inclusive recruitment. Additionally, Delta Gamma appears to lack important and deep connections to organizations close to potential new members of color and evidence points to a continued reliance on 'word of mouth' recruitment within likely very homogenous circles.

Delta Gamma's strengths in retention and advancement related to people of color are largely concentrated on the well-developed options for learning and self-reflection related to racial equity, the

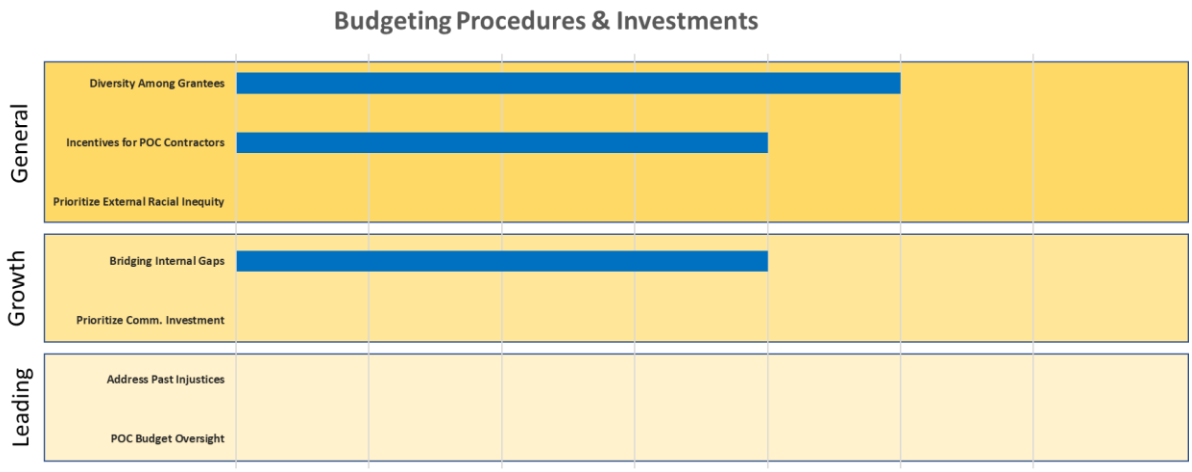
support for affinity groups among members of color, and the very detailed alumnae review process for surfacing, investigating and adjudicating incidents of racism within the organization.

Partnerships and External Relationships



Among all categories, external partnerships for promoting racial justice contained the least amount of evidence from the document review and from personal responses. This may be attributed to Delta Gamma's relatively recent focus on issues related to racial justice. However, the Honor Board Handbook contained references to the Honor Board's ability to connect members to on-campus resources for addressing racism, as well as helping chapters forge partnerships for a variety of goals that include addressing racism.

Budgeting Procedures



Relatively little evidence was found for how budgeting procedures and priorities help promote racial equity. However, programs such as Service for Sight and Sisters Helping Sisters need-based scholarships are tangentially aimed at making funding available to those who could otherwise be left out of traditional granting programs and could be used to aid in racial justice issues. Also, the Strategic Outlook document for 2020-2023 includes objectives related to expanding DEI efforts.

Cultural Climate Assessment

The Cultural Climate Assessment is designed to illuminate the ways in which the social experience within Delta Gamma is affected by procedures, norms, concepts, and assumptions related to race. Additionally, the assessment will seek to understand how Delta Gamma associates experience and navigate issues related to race.

Cultural Climate Omnibus Survey

Generally, respondents supported statements that indicated that Delta Gamma's internal climate aided in the promotion of racial justice and disagreed with the idea that attributes were present that were indicative of white-normative business culture. However, White and Nonwhite respondents had differing opinions on the presence of racial justice and white-centered attributes. Nonwhite respondents generally did not support statements that indicated the presence of racial justice attributes while agreeing with statements that correlated with the presence of attributes related to white-centered business norms. However, both populations of respondents overwhelmingly agreed that Delta Gamma was characterized by attributes related to trauma-informed workplaces.

Group Questionnaires and Interviews

Questionnaires were sent to ten different group within Delta Gamma's national and regional structure in order to gain a wider breadth of feedback about the organization's relationship with racial justice issues. The assessment team also interviewed eleven Delta Gamma members—members of the national leadership and executive staff. Below are a list thematic strengths and challenges most often reported by respondents:

Strengths

- Dedicated Staff and Membership
- Increasing Educational and Conversation Opportunities
- Variety of Communications Platforms
- Delta Gamma Values

Challenges

- Lack of Checks and Balances on Leadership
- Generational Differences
- Lack of Coherency of from Leadership
- Active Resistance from Members
- Lack of Diversity

Cultural Intelligence Survey

A Cultural Intelligence Survey was sent to the general Delta Gamma membership as part of the assessment. Responses to the questions indicate that respondents possess either moderate or strong skills in cognitive, physical, and emotional/motivational skills related to cultural intelligence. The average rating for all participants were as follows (out of a total of 5):

- Cognitive: 3.33
- Physical: 3.75
- Emotional/Motivational: 4.31

Given that scores of 4.5 and above are considered strong skills and scores between 3 and 4.5 are considered areas of aptitude, these scores would appear to indicate that on average, respondents self-report as having relatively strong aptitude in several skills, particularly those associated with emotional/motivational intelligence.

Conclusion: What We've Learned and Where We Can Go

Delta Gamma's strengths appear to be primarily driven by more recent policy changes and the development of educational and communication resources. Delta Gamma may also find a foundational strength in a tradition of values that are conceptualized in terms of creating social well-being more generally, a tight connection between the organization's values and its organizational structure, and its strong and varied communications and educational platforms. However, the assessment indicates that Delta Gamma must grapple with three interrelated challenges to promoting greater racial equity are a racialized concentration of organizational power, prioritizing the comfort of the privileged, and homogenous pathways to leadership within the organization.

The assessment also uncovered little evidence that those most impacted by structural inequities are provided a meaningful opportunity to play a part in organizational decision-making or inform the organization's DEI efforts. Respondents tended to cast this challenge in terms of their inability to bring their expertise and experience to help respond to or create DEI policies that could help the organization promote DEI more effectively. Much of this appeared to be due to the organization's centralized and unitary governance structure, which is common among many Greek organizations. However, this governance structure may cause difficulty for Delta Gamma in its efforts to create a welcoming environment for personal growth, leadership, and self-actualization among women of color due to their difficulty in accessing this governance structure.

The lack of formalized leadership development resources and structures for members of color was mentioned as challenge by many respondents. Due to the informality of some leadership networks within the organization, it may be difficult to accurately understand how prospective leaders are chosen and supported, but there are indications of that same informality having a chilling effect of the identification of potential leaders of color within Delta Gamma. Combined with the challenges related to a more unitary governance structure, the homogeneity of leadership pathways can foment a lack of empowerment for members of color.

Several respondents pointed to the importance of politeness and avoiding conflict among Delta Gamma membership. Respondents regularly made a connection between ideas of sisterhood, belongingness, and friendliness and the absence of conflict. Specifically, a significant amount of evidence indicated that these thematic connections were sometimes used to shield those with privilege from the consequences of racially unjust or untoward behavior.

Many organizations that have been described as struggling to promote racial inclusion internally are often characterized by utilizing formal and informal power to preserve the comfort of privileged individuals at the expense of the mental and emotional health of associates of color. While this process is not always entered into deliberately, even well-meaning leaders who hold privileged identities may be unable to accurately identify and adjudicate racially motivated behaviors who hold similar identities. Furthermore, they may lack the appropriate experiences to identify with the harm done to those whose identities and experiences may be different.

The factors that play a part in the challenges described, concentration of power, homogenous leadership pathways, and right to comfort developed in wildly different ways and because of different circumstances; However, in this instance, the assessment indicates that they have come together to create significant barriers to Delta Gamma's efforts at promoting racial justice internally and externally.

Impact Recommendations

These recommendations are designed to address many of the challenges prominently discussed throughout the assessment report. The assessment team believes that these challenges act as a barrier to Delta Gamma acting in a manner consistent with its current policies, goals, and vision related to DEI efforts. These include recommendations about governance, educational opportunities, and diverse recruitment and retention. The assessment team would recommend that these recommendations be acted upon first, not only because they may have the greatest impact on Delta Gamma's efforts in the short-term, but also because they can provide a foundation for more expansive work in the future.

Governance

Embed measurable and required DEI competencies into leadership nomination and function criteria
Increase fraternity leadership's capacity related to skills for leading through conflict and understanding of DEI concepts
Strengthen DEI-related responsibilities for chapter and regional-level leaders
Develop DEI-related standards for new policies and policy proposals
Pursue and audit of nomination and election practices to understand deviations from policy and explore new policies
Develop processes that allow members to adopt policies outside of the standard process under specific criteria
Develop processes that allow for members to challenge policies or procedures in accordance with specific DEI-related criteria
Add specific goals, outcomes, and expectations to existing DEI –related policies and procedures
Increase enforcement mechanisms within existing policies related to DEI

Programming and Dialogue

Increase education related to skills and capacities related to initiating and handling conflict emotionally and interpersonally
Explore therapeutic and conversational/emotional learning-based methods of programming
Explore programs related to behavioral change activities (roleplay, games, cooperative activities) in programming related to attitudinal change
Increase the availability detailed facilitation guides and resources related to having difficult conversations generally and around issues of DEI and beyond
Provide support for increased cross-cultural learning and experiential events to collegians and alumnae
Explore programming aimed at self-reflection and normalizing lifelong learning
Create opportunities that allow members to openly explore power dynamics related to race, social position, class, gender, and further topics for use at Delta Gamma and beyond.
Create programs to explore Delta Gamma history from a critical lens in order to uncover hidden struggles and lessons related to racial equity

Membership Recruitment

Weave DEI considerations more fully into recruitment readiness efforts and new membership voting model criteria
Encourage chapter participation in events related to diversity, anti-racism, and racial justice
Explore and design more inclusive recruitment event techniques, activities, and facilitation styles
Provide long-term, reliable funding stream aimed at identifying and recruiting new members of color
Target advertisement and promotion towards communities with a high representation of high achieving women of color
Create an analysis rubric to uncover recruiting gaps, preferences, and biases related to race/ethnicity/identity
Create connections to scholastic and philanthropic organizations with similar interests/values that center POC voices and concerns of communities of color.
Reconsider the role and value of 'word of mouth' recruiting from existing networks in Delta Gamma's recruiting methodology, and its effect on diversity

Membership Retention and Advancement

Develop workplace policies that create opportunities for supervisors to regularly dialogue with staff and volunteers of color on their experiences
Training for human resource and supervisory staff on mediation techniques that address issues related to interpersonal dynamics that impact racial and gender equity
Increase the number of women of color serving in visible positions of representation and decision-making within the fraternity during high-profile events
Widen the understanding of skills, abilities, and contributions (i.e., leadership) outside of business and middle-class white norms through greater research into racially just best practices for organizations
Create a detailed process for supporting members and staff of color suffering with the effects of racialized harassment at the fraternity
Humbly invite WOC affinity groups the opportunity to listening sessions with Council members aimed at understanding WOC experiences and Council learning
Create clear performance benchmarks for leadership related to promotion and other areas of career advancement to employees of color

Introduction

In 2019, the Delta Gamma Fraternity reached out to The Kirwan Institute to begin a dialogue about how the organization could continue to expand upon the fraternity's existing efforts as a part of its Contextualization process. After an initial series of training workshops, Kirwan and Delta Gamma began discussing the possibility of an organizational assessment of the fraternity using Kirwan's new assessment model. Kirwan's model of assessment prioritizes co-learning and resource development alongside more traditional organizational assessment activities. Finally, in August of 2020, Delta Gamma and Kirwan embarked on an assessment experience that featured a co-learning cohort known as 'The Delta Gamma Equity Assessment Advisory Committee,' a group of fourteen women from across the Fraternity. These extraordinary women helped the assessment team from Kirwan understand Delta Gamma more fully and guide the assessment activities, while also gaining a greater understanding of topics related to racial equity in order to help others in the organization gain a better understanding of the assessment and the results moving forward.

Delta Gamma has embarked on this journey at a crucial moment in America's long and difficult history with race. At the time that this project was proposed, the white supremacist march at Charlottesville, followed by similar events had already taken place. Starbucks was in the midst of conducting implicit bias trainings after an incident of racial profiling in one of its Philadelphia locations. Meanwhile, a steady string of news stories about the loss of black lives at the hands of police brutality, as well as racial harassment caught on cellphones were already commonplace. By the time that the assessment was underway, the nation was also experiencing of an unprecedented movement for black lives and an equally unprecedented quarantine due to a worsening global pandemic that only worked to bring to light systemic inequities related to race across many aspects of American life.

Conversely, Delta Gamma's Contextualization initiative was the latest in a line of racially focused self-reflective processes pursued by organizations related to higher education in America. Universities such as Brown and Georgetown had begun to uncover their connections to the institutions of slavery and Jim Crow, and had already began processes to provide some level of recompense to the Black community in various ways. Racial justice advocates called for universities and longstanding social institutions to follow the lead of those institutions and take a clear look at the role that their organizations may have played in fomenting racial injustices or curtailing work to promote racial progress through formal or informal means. Throughout 2020, as racism has come into greater focus on a national and international scale, the number of organizations undertaking this self-reflexive exercise has only grown. However, to our knowledge, Delta Gamma is the first predominately White Greek Life Organization to take on the call in such a deliberate and expansive way. The assessment team and the Advisory Committee hope that this effort provides a sort of 'blueprint' for other Greek organizations to follow in their own journeys of reflection on their relationship with race and racial justice.

This work would not have been possible without several individuals. The assessment team would like to thank the Advisory Committee for helping to guide this assessment into a shape that is relevant to the lives of Delta Gamma members while also helping the assessment team understand the nuances of Greek life and generally helping to provide a space for co-learning and support. We would also like to thank members of Delta Gamma's Diversity, Equity, and Inclusion Committee and the Fraternity Council for their insight and support. We would also like to thank our four guest lecturers for the Advisory Committee's bi-weekly co-learning sessions. These experts include:

- Glennon Sweeney, Sr. Research Associate, Kirwan Institute
- Karen Hewitt, K Hewitt Consulting, Inc.
- Elizabeth Speidel, OSU Intergenerational Center
- Steve Abbott, Abbott & Associates, Inc.

Most importantly, we would like to acknowledge the Delta Gamma collegiate and alumnae members who participated in interviews, surveys, conversations, and requests for support over the entire life of the project. Without your knowledge, insight, and experience, this assessment process would not have been possible. Finally, the assessment team would like to extend a special thanks to Jess Patterson for all her work in developing the Contextualization process, as well as her leadership in bringing this assessment project into being and helping to guide both the assessment team and the Advisory Committee through a very new and different process to such a successful conclusion.

The following assessment has been conducted to gain a greater understanding of how race and racism are positioned within the national level organization of Delta Gamma. As Delta Gamma begins an unprecedented and ambitious journey into understanding and addressing issues related to diversity, equity, and inclusion more broadly, this assessment will help illuminate aspects of Delta Gamma processes, policies, and internal culture that either aid in that journey or present themselves as areas of challenge. The assessment team hopes that the findings and recommendations contained within this report will provide some level of insight into the ways in which process and climate the cultural climate within Delta Gamma and Delta Gamma's efforts at promoting DEI.

Women of Color and Greek Life Organizations

The first two decades of the 21st Century have seen a substantial rise in the number of women of color with advanced degrees according to a report by The Brookings Institute (Reeves, Guyot, 2017). The result is that the college landscape has become more diverse and education trends—particularly among Black-Identified Women of Color (BIWOC)—are set to continue and grow into the future. Like all young women entering college, some have an interest in joining some form of social organization for reasons of belonging, prestige, and/or opportunities for growth (Jennings, 2017, Hughey, 2010). According to a study of people of color in Greek organizations, young women of color are increasingly looking to be a part of organizations where they can feel comfortable inhabiting their authentic selves in terms of race and ethnicity and beyond (Hughey, 2010). While direct surveys are difficult to find, several personal accounts and surveys have alluded to the apprehension that women of color feel about how their identities are received by others in predominately white organizations. Women described offhanded comments about aspects of their physical selves such as their hair or skin color, or stereotypes and stories about various ethnicities passed along by whites, or even just outright exclusion are experiences that women of color tend to share about these spaces that highlight their need for not only acceptance, but identification and empowerment (Hamou, 2017; Rahman, 2020, Jennings, 2017; Allison, 2016).

Additionally, women of color, specifically BIWOC are increasingly looking towards their social organizations for political, social, and economic advocacy related to racial justice and combatting misogyny (Allison, 2016). The growing movement for black lives, the #MeToo Movement, and the ongoing crisis related to the COVID-19 Pandemic have increased the awareness of and desire to address challenges of racial and gender inequities for collegiate women of color. For these women, this work

goes beyond an effort to make their communities better, rather they are often advocating for their own future success and the success of family members and friends.

This search for success also highlights the need that collegiate women of color have for effective networking, leadership, and career opportunities, particularly when deciding to take part in a GLO (Greek Life Organization). A young black college sophomore described her motivation for joining her predominately white sorority partially in terms of its ability to provide access to networks, mentorship, and opportunities (Countryman, 2016). This sentiment was echoed by participants in studies of black collegians in predominately white GLO's (Hughey, 2010). Conversely, one of the primary advantages that predominately black GLO's such as Alpha Kappa Alpha boast are connections not only to successful individuals, but successful individuals of color who can understand their struggles and provide guidance for navigating what are likely to be predominately white working environments and career environments (Allison, 2016).

When applying these insights into our focus on Delta Gamma's relationship with racial justice and efforts to promote DEI work, they shift the focus away from rote aesthetics of racial equality or minimum requirements for simple inclusion; rather, they redefine the goal of promoting DEI work into an effort to provide a welcoming, authentic, empowering, and purposeful environment to women of color that not only tolerates their identities, but affirms those identities and seeks to support them in pursuing their goals while also affirming their struggles against systemic inequities related to America's long relationship with racism and misogyny. In a sense, Delta Gamma's work to 'do good' in terms of DEI is the work of expanding the organization to become as relevant to an ever-diversifying body of collegiate women.

Understanding Racial Equity-Focused Organizational Assessment

At Kirwan, we approach the work of organizational assessment with an objective of bringing about learning and understanding. The ways in which race and racism are present within organizations are being expanded upon as new research and information becomes available. Organizations themselves are complex, multifaceted, and diverse, such that assessments can help illuminate certain insights, but still might leave other truths left to be discovered. To provide a greater understanding of equity-focused organizational assessments, the assessment team felt that it would be useful to provide an overview of some of the important theoretical underpinnings of our assessment work, along with a discussion of similar assessment undertakings.

Equity-Focused Organizational Assessment

Research into racial assessment has grown over the last three decades as more attention has been paid to the role that racism plays in the activities of organizations by various media outlets, partners, and regulatory agencies (Heritage, Pollack, Roberts, 2010). A recent study of several racially focused organizational assessments focused on frameworks that analyzed criteria related to human resources policies, service delivery, and investments (Trenney, Paredes, 2012). To a lesser extent, the article discussed linguistic, cultural competence, and cultural climate aspects of organizations, but highlighted that evidence that these measures could be operationalized was wanting.

However, other researchers such as Nicola Pless and Thomas Maak detail several aspects of cultural climate tied to aspects of social psychology and organizational theory (Pless & Maak, 2004). They define

a 'culture of inclusion' as "a culture of inclusion needs to be established; a culture that fosters enhanced workforce integration and brings to life latent diversity potentials; a culture that is built on clarified normative grounds and honors the differences as well as the similarities of the individual self and others." Furthermore, a wealth of literature from the field of inclusive community development provide several characteristics of inclusivity in organizations that could possibly be relevant for organizations as well, particularly those that are based around social relationships (Block & McKnight, 2011, Holley, 2016, Schon, 1984). Moreover, longtime organizational equity consultant Maggie Potapchuk defines organizational culture as "the unspoken and spoken rules and norms that guide behaviors in the organization" (Potapchuk, 2020).

Alongside the growing research related to organizational assessment, a growing number of privately contracted racial equity-based organizational assessments have taken place. Many of these take the form of equity audits commissioned by educational institutions such as universities or public school districts (Trenney, Paredes, 2012, Heritage, Pollack, Roberts, 2010). These assessments are joined by organizational assessments commissioned by non-profit and philanthropic organizations, as well as corporations and public agencies and departments. These assessments tend to define racial equity in organizational culture differently depending on the nature and goals of the organization. For instance, equity audits for educational institutions tend to focus on learning and performance outcomes of students based on race, while foundational and non-profit organizations focus their analysis on services delivered or investments made (Green, 2017).

Additionally, more recent assessments have made use of concepts related to sociology, organizational behavior, and racism in social settings to explore racism in organizational culture in new ways (Annie E. Casey Foundation, 2009, Potapchuk, 2020, Coalition of Communities of Color, 2014). Organizational consultant Maggie Potapchuk typifies this approach by defining organizational culture as "the unspoken and spoken rules and norms that guide behaviors in the organization." This is a definition that shares aspects with a number of other recent assessment frameworks created by groups related to the Annie E. Casey Foundation, The Coalition of Communities of Color, and The Western States Center (Western States Center, 2001). Many of these frameworks challenge organizations to look beyond a framework of diversity and inclusion and focus their analysis and recommendations for action on creating greater racial equity and justice.

In addition to these developments, there has been a greater emphasis on the role that aspects of non-verbal communication—from implicit biases and microaggressions to norms and values play in the role of racism within organizations. Eduardo Bonilla-Silva has noted several stories, metaphors and concepts that work to help white people avoid dealing with the effects of racism while others such as Robin Di Angelo have researched other similar practices related to whites' emotional reactions to racial conversations (Bonilla-Silva, 2006, Di Angelo, 2018, Feagin, 2020). Additionally, several researchers working from a critical trauma framework have identified several attributes related to racialize stress—or stressors that racial minorities face due to a wealth of ongoing effects of racial equity and how they manifest in organizations (Carter, R. T., Mazzula, S., Victoria, R., Vazquez, R., Hall, S., Smith, S., . . . Williams, B. 2013, Helms, J. E., Nicolas, G., & Green, C. E. 2010). Still another line of growing research has begun to identify aspects of organizational culture that cater to norms that reify norms and practices that suppress challenges to white supremacy (Jones, Okun, 2001).

Terminology

Throughout this report, terms such as 'DEI,' 'diversity, equity, and inclusion,' 'racial equity,' and 'racial justice' will be used in reference to the subject of the assessment. While these terms individually have a variety of meanings, within this report, these terms will be used interchangeably to describe **conditions, goals, and/or policies that promote the empowerment of people of color to act with autonomy and safety within the organization in order to play a role in defining the structures that govern their experiences within the organization.**

This assessment will also make many refences to 'Delta Gamma' as an organization in terms. For the purposes of this assessment, the term 'Delta Gamma' will be used to mean the staff, leadership, policies, and procedures directly governing the national portion of the organization unless otherwise specified within the document. Additionally, phrases such as 'Kirwan Institute,' 'Kirwan,' or 'assessment team' will be used interchangeably to refer to the assessment personnel from The Kirwan Institute for the Study of Race and Ethnicity or the organization as a whole.

Assessment Provisions

Kirwan's assessment model focuses attention on two overarching aspects of organizational culture; the presence of policies, procedures, and equivalent documentation that correlates with existing best practices of promoting racial equity within an organization and aspects of intraorganizational norms and social practices that likewise are linked to the promotion of racial equity. While this focus can illuminate important aspects of an organization's relationship with race and racial equity, like all assessments, it also leaves room for further study.

The instruments, findings, and recommendations presented in this assessment are primarily focused on the national level operations and culture of the Delta Gamma Fraternity. While some specific instruments, interviews, or survey questions may specifically address other areas of the fraternity, those areas will be discrete. Subsequently, the assessment will be limited in the conclusions and observations that it is able to reach outside of the primary area of focus. A general way to think about the priority of focus of the assessment would be:

Primary Focus

- Fraternity Council
- Fraternity Directors
- Fraternity Operations
- Executive Office Staff

Secondary Focus

- Regional-level Staff
- Foundation Operations
- Fraternity Housing/Management Corporations

Ancillary/No Focus

- Chapter-level Leadership and Operations

Additionally, our assessment leaves room for further understanding of the efficacy of various policies, or how effective those policies are used to promote racial justice or confront racial injustices. Also, as is

the case with many assessments, limitations related to time and resources necessarily creates limitations to the number of people who could participate in the survey. Finally, both the document review and the cultural climate omnibus survey are new instruments and hence the assessment findings and results can only refer to what those instruments may indicate relative to the research that informs them, rather than making a definitive statement about factors. Kirwan's goal in highlighting these indications is to provide a basis for further investigation and discussion, rather than act as a final word on these matters. Consequently, the findings and recommendations of our assessment are based on a meaningful, but nonetheless limited experience of Delta Gamma and may not reflect the reality of all members, staff, or leadership.

The Assessment Report

The preceding organizational equity assessment has been designed to help illuminate the ways in which Delta Gamma's organizational processes and climate combine to create an overall environment for the promotion of racial equity within the organization and in its relationships within the wider community. The assessment combines two general approaches to assessing racial equity within a co-learning process forwarded by the Community-Based Equity Audit process (Green, 2017). Specifically, the assessment report will contain results from an Equity Operations Audit, aimed at understanding the role of racial equity within the policies, processes, and procedures that govern Delta Gamma's operations in several areas, primarily by way of a document review. The report will also detail results from a Cultural Climate Assessment comprised of a number of surveys, personal interviews, and group questionnaires predicated upon understanding the role of racial equity within the norms, behaviors, and relationships that comprise the experience of being a part of Delta Gamma.

The following report will begin by briefly discussing some of the research and previous best practices that inform our process before moving on to describe the methodology and results of both assessment activities. Finally, the report will move towards a discussion of the results and implications for recommendations before finally finishing with a list of 54 recommendations for future discussion and implementation.

Equity Operations Audit

The purpose of this report is to provide an analysis of the operations of the national offices of the Delta Gamma Fraternity, Inc., with a lens informed by prerogatives and themes related to racial justice. For the purposes of this report, the phrase 'operations audit' is meant to **convey a systematic review and assessment of the policies, procedures, and rules that provide the structure for Delta Gamma's governance and activities at the national level.** Applying a lens of racial equity to this process involves bringing analysis frameworks and tools based in both theoretical and practical racial equity scholarship to bear on the auditing process. The goal of this process is to understand, in a holistic way, how the operational aspects of Delta Gamma work to promote or suppress conditions that are generally correlated with a racially inclusive, equitable workplace that is actively working to support racial justice goals internally and externally.

In order to make these determinations about Delta Gamma's operational structure, this operations audit utilized a multi-category document review rubric designed to identify important attributes contained within organizational documentation that have been tied to racial equity within organizational culture through academic literature, previous equity assessments, and practical knowledge and application. In total, the document review rubric comprises 111 individual attributes in nine distinct categories ranging from membership recruitment and retention to governance structure and internal programming and communications (See Appendix A). Evidence for these attributes within specific documentation will be supported by relevant responses gained within interview and questionnaires provided to Delta Gamma staff and leadership.

Methodology

For the document review, the assessment team created a multi-category rubric comprised of a number of specific attributes. These categories and attributes were derived from several research writings, previous assessments, and previous organizational assessment projects conducted by The Kirwan Institute. The assessment team then used the information to investigate ten separate aspects common to modern organizations in relationship to issues such as racial discrimination, racial justice, and DEI efforts. Those investigations resulted in 111 individual attributes that consistently promoted racial equity in line with the mission and goals of the Kirwan Institute, and our recommendations and findings in past projects.

Each assessment category of the rubric (apart from the Recruitment, Retention and Advancement, and Promotion categories) contains several attributes arranged within three *Focus Levels*. The Focus Levels correspond to attributes that the research team has correlated with increasing levels of leadership and dedication on issues related to racial equity through an analysis of literature, best practices, and professional experience. Attributes at the General Focus Level describe organizations that are taking positive early steps or engaged in more broad-based activities that promote racial justice. At the Growth Focus Level, attributes tend to describe organizations that have moved beyond General behaviors and are exhibiting a greater focus or dedication to racial justice, primarily within the organization. At the Leading Focus Level, attributes describe organizations that show a special and explicit focus on dismantling racial injustice within that category, often working and acting within and outside of the organization in a coordinated manner to address racial equity in the wider community in which it is situated. While it may be tempting to read attributes and scores in these three focus areas in relationship to one another (i.e., the idea that scoring strongly in General is not as good as scoring

strongly in Leading), it is important to remember that all the attributes within the rubric correlate positively to the promotion of racial equity and DEI efforts and can therefore be useful to engaging racialized barriers.

Scoring

Evidence found within the document review that supports or explicitly refutes the presence of an attribute will be collected and counted for that specific attribute. Each instance is then counted depending on whether the information supports or refutes the attribute and where the data originates. Each piece of evidence that is derived directly from relevant documents is valued at 1/-1. However, if a dedicated and detailed policy, procedure, or rule exists that supports/refutes an attribute, that document counts as a piece of evidence valued at 4/-4. Additionally, evidence derived from other sources (interviews, questionnaires, non-specific documents) are valued at .25/-.25. In this way, the analysis put the preponderance of weight on the documentation itself while also not disregarding other sources of evidence that could help to shed light on processes and procedures. Evidence counted as 4/-4 can only be counted once per attribute (See Table 1).

Table 1: An explanation of document review scoring.

Evidence Type	Supporting	Refuting
Specific Policy/Procedural Documents	4	-4
References Within Documents	1	-1
Supporting Responses	.25	-.25

So, for instance, if a policy exists that specifically prohibits the use of microaggressions in internal communications in line with our definition of a policy, then the whole policy is referenced as evidence and specific parts of the policy cannot be referenced as a separate piece of evidence. However, supporting/refuting excerpts from other documentation can be used as individual evidence on their own. Additionally, attributes will often be gathered into Focus Levels depending on the dedication shown by an organization exhibiting those attributes. Scores from individual attributes, Focus Levels, and categories are judged solely against themselves rather than an artificial standard, with the strength or weakness of evidence reported relative to other attributes or categories. So, for instance, if the final score for Category A is 6 and for Category B 3, the analysis can conclude that the organization contains stronger evidence for attributes related to racial equity in Category A.

Summary of Equity Audit Categories and Audit Results

The following section will provide a short overview of the attributes that comprise each category, complete with the underlying research that informs the conceptualization of the Focus Levels and attributes that comprise each category. Finally, a short summary of the results of the document review for each category will be discussed.

Values

A strong body of research has focused on the relationship between organizational values and mission and how organizations operate (Acker, 2006, Bourne, Jenkins, 2013). Certain studies have also endeavored to understand how work related to issues of diversity, inclusion, and racial justice

promotion has been communicated through organizational values (Acker, 2006; Fulton, Oyakawa, Wood, 2019.) In line with this research, this equity assessment has been designed under the assumption that how an organization conceptualizes racial equity through the lens of its stated values is an important determining factor in how robustly an organization's policies, procedures, and norms promote racial justice, diversity, and inclusion.

The Values category reflects these concepts through its attributes and Focus Levels. The category contains three attributes—one for each Focus Level—that represent increasing levels of a connection between Delta Gamma's stated organizational values and deliberate promotion of goals and aims related to racial equity. These goals and aims can range from a desire to promote greater diversity and inclusion in general to specific desires to empower people of color or dismantle aspects of white privilege. At a General level, the document review searched for evidence of organizational values used to describe some aspect of social equity/justice more broadly as this type of connection can be an important foundation for more purposeful racial equity work. At the Growth level, the document review searched for a connection between organizational values and policies and procedures aimed at promoting racial equity/racial justice messages directed within the organization. Finally, at a Leading level, the document looked for connections between organizational values and specific policies and procedures aimed at working towards racial equity within the wider community as an organization.

Results

The assessment team discovered a wealth of instances where Delta Gamma explain their actions related to social change or social justice through organizational values. The most often expressed values were those contained in Article II of the Delta Gamma Fraternity Constitution:

"…the objects of this Fraternity shall be to foster high ideals of friendship among women, to promote their educational and cultural interests, to create in them a true sense of social responsibility, and to develop in them the best qualities of character."

Distinct phrases related to this statement can be found in the foundational ideas of the Culture of Care program, aimed at addressing stigmas around emotional and mental illnesses, as well as in documents describing its Sisters for Sight program aimed at addressing sight-based disabilities. Delta Gamma also raises its commitment to the idea of social responsibility in pursuing anti-hazing, anti-alcohol abuse, and efforts to address sexual assault on campuses. Delta Gamma literature also evoked ideas of promoting educational and quality of character in documents encouraging leadership on college campuses and volunteerism. Respondents echoed these sentiments, often making connections between their work in communities or towards charitable or philanthropical work to the values in Article II. One respondent said that those values spurred her and her fellow sisters to be a 'Leaders in their community; raise the bar for who they are and what they expect of others. How to raise their kids what they do in their workplace…"

Moving on to the Growth level, there was far less evidence for connecting Delta Gamma's values directly to racial equity aims, but the evidence that was uncovered by the document review tended to make very direct parallels between pursuing racial equity work within the organization and Delta Gamma's values. This starts with Delta Gamma's "Position Statement on Inclusivity," which connects a desire to uphold the values of Article II to efforts related to inclusivity and diversity. These connections are made even more clear in the introductions to the updated alumnae review process and the instructions for

creating a DEI Committee where ideas related to social responsibility, friendship, and high character are mentioned as rationale. Also mentioned as rationale for these actions and many other efforts is the notion of 'sisterhood,' though that term is never consistently defined. Also noteworthy is the document "Delta Gamma Abbreviated Brand Guidelines," in which Delta Gamma defines aspects of members more deeply. The document mentions working for the benefit of 'marginalized communities,' as a part of Delta Gamma's organizational identity.

At a Leading level, little evidence was found connecting Delta Gamma values specifically to deliberate racial justice goals. However, Diversity, Equity, and Inclusion section of the Delta Gamma website contains a section entitled 'Creating Change on Your Campus' which lists several actions that collegiate members could make to promote racial equity on their campuses. The section makes a deliberate connection between Article II and reconsidering campus wide connections with a racial equity lens. In the document "DG Diversity and Inclusion," members are encouraged to 'do good' by expanding their network of friendships and connections and identifying shared experiences with new people. However, it is unclear how this document is positioned within Delta Gamma and the document does not mention any specific policies or procedures within Delta Gamma.

Governance

New research and investigation studies have brought new attention to the ways in which organizational governance influence the ways in which those with diverse identities negotiate those organizations (Jones, Okun, 2001; Fulton, Oyakawa, Wood, 2019). On one hand, the presence of norms characterized by white, male, cis-het normative business culture, such as either/or thinking, have been correlated with difficulties for traditionally marginalized associates within organizations. However, there are specific policy objectives, goals, and decision-making processes that can also affect how people of color experience an organization, and how that organization approaches issues related to racial equity within the organization and in the larger community in which it operates. In our research, we discovered three important characteristics of governance that tends to promote racial equity within organizations:

Readiness: The allotment and material support for the capacity to initiate change and implement changes throughout the organization in a coherent way. This can include the ability to enforce and support policy changes, communicate those changes to associates, and bring to bear evaluative, planning, and knowledge resources either from within or outside of the organization.

Clarity: Policies aimed at addressing racial inequities or other barriers to DEI that clearly enumerate specific goals, objectives, and specific and measurable outcomes for the organization. When appropriate, this should also include dedicated identification of support resources through items such as budget documents. Clarity is generally cited as being important for policy and governance effectiveness more broadly but is particularly correlated with promoting racial equity due to a dearth of support for racial equity within the wider community within many communities (Peralta, Lopes, Gilson, 2015; Van Houtte, 2005).

Specificity: Unique to governance for racial equity, effective governance structure includes policies and procedures that are specific about the nature of systemic racism and the effect that the governance structure will have on those systems. This includes references to various frameworks or norms related to governance, management, and accepted norms, or possibly an acknowledgement of the challenges that those barriers pose for equitable and inclusive decision-making. In general, the greater the level of

understanding that policies and processes that govern decision-making display about the effect of systemic racism, the more able those processes tend to be to identify and mitigate those barriers.

In our experience, readiness is the foundational characteristic that an organization should possess to address racial inequities. Without the capacity to make decisions, communicate those decisions to stakeholders, and handle the various challenges of implementation, a well-intentioned organization is generally unable to address challenges related to racial inequities. Beyond that, the presence of a governance structure that enumerates detailed plans for addressing racial equity that show a real understanding of the logic behind those problems and various solutions tend to be characteristics shared by organizations that are effective at promoting racial equity. With that in mind, we've generally placed the attributes related to this category into three levels that correlate to these characteristics, with attributes related to readiness placed in the General level, attributes that describe both readiness and clarity placed in the Growth level, and attributes that describe all three characteristics placed in the Leading level. This categorization provides a structure that reflects the fact that the most effective organizations in terms of promoting racial justice are those that show evidence for all three qualities, but that possessing a certain amount of readiness is a positive as well.

Results

The document review revealed strengths in several categories, with relatively strong evidence for General level attributes related to organizational readiness. Delta Gamma appears to have an appropriate amount of adequately trained associates in decision-making positions to forward social justice goals. Specifically, recently planned or commenced committees such as the DEI Committee and the Volunteer DEI Guidance Committee are the types of organizations that help to produce and direct effective DEI-related activities if they are well-supported. Delta Gamma also generally has a coherent chain of command at various levels, as well as clear reporting lines between leadership and staff members who have access to a number of detailed guides, handbooks, and resource guides. These elements can be useful for an organization as it moves to address racial justice issues more deliberately.

Relatedly, Delta Gamma has been shown to have strong policies that clearly delineate responsibility for planning, enforcing, and increasing their scope of racial justice work. Specifically, the organization's increasing use of the Positionality Statement on Inclusion to inform the alumnae review process (Inclusion-Accountability-Addressing-Racism-During-Alumnae-Membership-Review) and chapter management process (CCOM Manual) spell out the personnel and processes responsible for responding to racist incidents and creating space for considering diversity and inclusion within the chapter structure. Likewise, creating specific responsibilities for programming and educational personnel to facilitate DEI-related content ensures that there is greater clarity around delivering these programs. However, similar clarity is not present in all areas of the organization. For instance, no specific policies or processes charge specific personnel for ensuring diverse, equitable, and inclusive communications, nor are there specific processes or personnel dedicated to ensuring message discipline related to the organization's position on DEI-related issues. As will be explored in other categories, this is a challenge in terms of several other aspects of Delta Gamma governance such as budgeting procedure, partnerships, and human resources.

Looking at the Growth level, the research team found strong evidence that the organization was developing a long-term plan to ensure that processes and procedures are in line with Delta Gamma's Positionality Statement on Inclusion. Here again, the alumnae review process and chapter management

process changes mentioned earlier provide two important aspects of this attribute. Additionally, the recent committees related to DEI are also two structures that could play a powerful role in ensuring that new and existing policies are given a critical review using a racial equity lens. Additionally, the inclusion of DEI-related goals in the 2020-2023 Strategic Outlook document can help ensure that future investments are used to support racial equity goals. Delta Gamma's new membership process also makes mention of a desire to provide an inclusive and welcoming environment for diverse populations. However, this document provides little detail on how this will be accomplished, which could hamper efforts to create those inclusive environments. While these elements may or may not be components of a complete plan, they do represent important components that could potentially form the basis of a plan that flows naturally from a foundational statement (Positional Statement on Inclusivity) that can ensure that governance procedures help to promote racial equity within Delta Gamma.

Moving on to the Leading level attributes, the assessment found that Delta Gamma was relatively strong in the presence of policies and procedures that were helpful in making changes to lessen disparities within the organization, largely due to the structures and policies previously mentioned. Additionally, the President's Roundtable events were also evidence of a mechanism for the proposal of changes aimed at racial inequities. Finally, the organization's clarity on initiating new policies to the Council can also aid in this effort, particularly since that process is nominally open to all members and policies can cover a wide variety of Fraternity operations. However, no information was found in the document review for how effective this process or the President's Roundtables were at developing actual policy changes towards greater equity and inclusion.

Equitable voice in governance is also at the heart of the weakest attribute in this category, ensuring that the voices of those most marginalized by racial inequalities play a role in organizational decision-making. Evidence in this category is mixed, with recent inclusion-related policy instruments and committees providing evidence of a pathway for that voice. Additionally, the role of CDC's, RAS's, and similar personnel specifically call on them to represent voices from the chapters that could often go unheard. Delta Gamma also has a Whistleblower policy (though the only documentation that the research team could find was related to Fraternity housing) that provides protections for those who may be marginalized or targeted by more powerful forces otherwise. Also, the Honor Board process is described as containing several 'checks and balances' at various levels. However, these opportunities for voice do not necessarily lead to power in decision-making. In almost every important aspect of Fraternity governance, final decision-making power lies solely with the Fraternity Council (or Board of Trustees within the Foundation). Moreover, several respondents from various leadership, staff, and volunteer levels of Delta Gamma pointed out this unilateral leadership structure as an inhibitor to members—particularly members of color and those who may not have the means of some other members—playing an active role in creating, adjudicating, and evaluating policies related to promoting racial equity at Delta Gamma.

This attribute is somewhat related to the second weakest attribute, "Organizational staff, board and stakeholders are provided explicit channels to inform and originate the organization's activities." While certain avenues, such as the web-based feedback portal, various ad hoc committees, and the Policy Proponent procedure provide avenues to inform and even introduce policies, information on how to make use of these channels is either very generally explained or not present. Responses that dealt with governance supported this dearth of information and empowerment, with many respondents feeling very little efficacy in organizational decision-making in general and specifically in terms of DEI-related

policy. One respondent claimed to be helping leadership with decisions related to DEI policy, but could not say how effective their efforts were. Moreover, many respondents speculated or outright claimed that members with longevity, resources, and/or long-time connections with those close to leadership were often better positioned to influence decision-making. While no evidence of this disparity was present in documentation, there was also a distinct lack of safeguards against said scenarios.

The final challenge nominally presents as a strength in the Growth level category. This attribute is concerned with the way that the organization enforces policies and if it is consistent with organizational values in a manner that promotes racial justice. This is one of the more complex attributes as it involves two separate variables; enforcement of policies in a manner consistent with values, and those values being enforced in such a way that promotes racial justice. Here, Delta Gamma's Positional Statement on Inclusivity creates a helpful and clear connection between the value of sisterhood and inclusivity: "Drawing from Article II of the Fraternity Constitution and Delta Gamma's Positional Statement on Inclusivity, members are honor bound to uphold the high ideals of sisterhood throughout all aspects of life." This passage then provides the basis for the first variable, namely, enforcing Delta Gamma polices in a manner that upholds the value of sisterhood through the promotion of inclusivity. Aspects of the alumnae review process such as the educational option for action and the facilitated dialogue for those who meet with Council could be correlated with that value statement. Also, the Chapter Officer's Manual provides clear direct for members to consider diversity in membership recruitment chapter norms.

However, these aspects are partially mitigated by legacy practices such as using Roberts' Rules of Order during meetings and extra sanctions for members who may not be able to attend Honor Board hearings. More notable though, are the experiences of respondents of color related to their treatment at Delta Gamma. Respondents universally related incidents of microaggressions, racial targeting, exclusion from leadership positions, and minimization of racist incidents as part of their Delta Gamma journey. While many of these statements preceded the policies that lend strength to this attribute, it must be noted that some of the respondents described incidents that occurred concurrently with this assessment. While we were not able to justify changing the scoring procedure in the case of these responses, given the uniformity of these statements and the emotional difficulty under which they were related, the research team decided to ensure they received special mention. These statements are at odds with the evidence from the document review, which is also reason to highlight them.

Communications

For this document review, we discuss communications in relation to issues of racial justice. Organizations that are committed to racial justice efforts are often characterized by the reflection of that commitment in their external and internal communications. One of the most direct ways that organizations communicate their commitment to racial equity is by directly supporting those efforts in external and internal communications (Potapchuk, 2020). Particularly dedicated organizations weave an understanding of systemic racism into communications about challenges and opportunities both inside and outside of the organization. For instance, a company-wide newsletter could be used to highlight how products or activities starting from the organization have been positioned to address challenges to racial equity within the organization or press releases about important current events can highlight previously underreported effects on communities of color. Another prominent feature of communications that promote racial equity within organization is a greater diversity of communication

styles and channels. Research has consistently shown that creating more inclusive meetings and organizations is greatly helped by communicating in a relevant manner. This can range from multilingual annual reports to communicating important information through channels that are frequented by people of color. These efforts tend to be greatly aided by the presence of people of color in creating communication products. However, for this voice to be effective, it must be empowered, either through a formal management or supervisory position or some other mechanism that would allow for people of color to have a final say on issues related to race, diversity, or culturally relevant topics. For organizations that make use of a variety of cultural traditions within internal rituals and programs, ensuring that an empowered voice of color is involved in creating communication items is vital for promoting racial equity.

Finally, organizations whose communications exhibit transparency about their own journey related to racial equity and push external partners to do the same tend to be correlated with promoting racial equity. Generally, many efforts at addressing barriers to promoting racial equity within individual and group behaviors center on comfortability about the difficulties that are encountered with confronting previously unexamined ideas, actions, and biases. Along with a reexamining the need to be 'right' about race, and efforts to protect reputation at the expense of the acknowledgement of racism, communications that are open about difficulties related to racism can help create an environment where people of color feel more comfortable bringing up instances of racism within the organization.

Considering this information, we have structured the attributes in this category around increasing levels of commitment to these concepts. On a General level, the attributes focus on communication policies and practices that denounce discrimination and racial injustice, make use of several communication channels, and uses language that is designed to be inclusive. At a Growth level, attributes describe communication that makes specific connections between individual challenges and systemic racism when discussing the organization or society at large. Attributes at this level are also focused on the use of a wider variety of communication styles from outside of white, middle-class norms, and evidence of transparency in discussing the organization's DEI efforts. Finally, at the Leading level, attributes focus on evidence for communication leadership by people of color, dedicated resources and planning aimed at dismantling racial inequities internally and externally, and evidence of active efforts to engage outside stakeholders on issues of racial inequities.

Results

The Communications category was relatively strong compared to other categories, but in terms of individual attributes, the picture derived from the document analysis was mixed. Notably, this category may be the most effected by the element of changes to policy made over time and hence, some challenges found in the documentation may or may not be as relevant today as when they were written. However, even accounting for the issue of time, the assessment team has found that what exists in policy and procedure documentation tends to have a profound effect on expectations of associates in organizations and so it is important to fully understand the implications of various aspects of policies.

Within the General level focus, the assessment team found a wealth of evidence that Delta Gamma makes use of a wide variety of media outlets and resources. This can be useful in ensuring that traditionally marginalized populations are able to stay adequately informed about the organization. The use of the ANCHORA fraternity publication, various social media sites, alumnae and collegiate chapter newsletters, Delta Gamma's own website and a dedicated Vimeo channel as well as other resources

provide a wealth of outlets for information and communication. Additionally, regional and identity affinity groups such a DG Rainbows also provide outlets for information in spaces of general comfort and familiarity. Respondents also highlighted the ways in which both formal and informal groups are connected by staff and leadership at the national level, helping to guard against the 'silo' effect that can result in some groups being isolated within an organization. Delta Gamma has also produced resources that are aimed at including a diversity of languages and ability statuses. A key highlight is the Delta Gamma Family Guide, which was printed in both Spanish and English. Delta Gamma also produced a Disability Etiquette Guide related to communicating about sight-based disabilities. Lessons from this resource were found in Delta Gamma's communications about sight-based disabilities.

Moving into the Growth and Leading levels, the evidence became more mixed. For instance, resources such as the Vimeo Video Series, the Contextualization article, and the *Think Anchor Deep* (2015) publication are evidence of Delta Gamma making use of diverse communication and expression techniques, however, it is unclear whether those techniques are derived from or relevant to diverse members. Moreover, the publications mentioned do not seem to represent the common communication platforms that Delta Gamma uses. Many of the documents aimed at communicating information to members or the press tended to include vocabulary, products, and concepts that appeared to correlate more closely with white, middle class norms. However, it was also unclear whether this attribute proved to cause difficulty to respondents.

In other areas, however, we found that certain policy decisions could actively hamper ongoing efforts at promoting greater diversity in communications. Specifically, the 'Communications Handbook' states that Delta Gamma does not "maintain statistics regarding the racial or religious composition of our membership." This omission creates difficulty for the organization in practicing transparency in relation to its evolving journey with racial equity and can curtail efforts to make connections between individual struggles that members may be facing and larger systemic issues.

Likewise, the 'ANCHORA/Political-Controversial Material' policy specifically bars the publication including material that is deemed 'political or controversial' and expressly forbids material that promotes 'political, sociological, or ideological ideas.' However, it is often difficult to talk openly about the challenges related to systemic racism and oppression without touching on topics that could be characterized in these ways. The same document also prohibits 'anti-fraternal attitudes' and prohibits the endorsement of political, sociological, or ideological concepts publicly at the organizational level. This seems to be at odds with public efforts to highlight the existence and effects of systemic racism within and outside of the organization through pieces such as the *Contextualization* article, the DEI Webpage, and Vimeo series on racism. For instance, the Communications Handbook asks members to consider whether their social media post is 'true to the chapter and membership experience." This could be difficult if member experiences are reflective of larger social issues such as systemic racism that would require a discussion of topics both sociological and political.

This conflict also causes challenges at the Leading level, particularly in terms of actively engaging internal and external partners around issues related to racial justice and equity. On one hand, many of the communication resources that we have previously mentioned, particularly the DEI webpage and the *Contextualization* article seem positioned specifically to engage members and the communities around these issues and include references to sociological, political, and ideological concepts. However, there exist little evidence of these various resources being coordinated towards communicating a more

deliberate and cohesive idea or identity related to racial justice. Comments from respondents seem to point to this ambivalence, with several respondents pointing out the disagreement among members about whether Delta Gamma should discuss racial equity because it may be viewed as 'political.' This ambivalence may also contribute to a lack of evidence for resources specifically dedicated to more deliberate communication about racial equity, and the lack of voices of color in developing communications policy.

While it is likely that policies related to political or ideological speech are directly tied to various legal and fiduciary responsibilities wo which Delta Gamma is bound to abide, those factors were not clearly delineated within the documents available for review. Therefore, there may be some reconciliation between the need to limit communications about specific political candidates or legislation and the desire to communicate honestly about matters of racial equity.

Programming and Learning

A primary function of Delta Gamma is to help its members build the necessary capacity to make a positive impact in their families, communities, and workplaces. Article II of the Delta Gamma Fraternity Constitution charges its members to work towards the betterment of themselves and their community by acting with values such as friendship, social responsibility, and high character. Delta Gamma strives to prepare its members to be leaders in several environments and provides several different programs and activities aimed at building capacity. Given that this is a central function of the organization, our document review contains a category to assess how that programming works to promote racial equity at Delta Gamma.

Much of the research that exists related to educational and social programming and race is admittedly aimed at cultural capacity activities such as cultural competency and DEI trainings and workshops. However, within that research, there are several attributes that do seem to be generalizable to educational programming in general. First, there appear to be positive correlations between effectiveness and a setting that promotes learning and education. These settings are characterized by facilitation that encourages openness, active listening, and mutual respect, as well as the presence of a mix of research and practice-based resources (McKnight, Block, 2011; Tervalon & Murray-Garcia, 1998).

Equity assessment consultants also tend to recommend that organizations forge long-term partnerships with racial equity advocates and capacity building entities in order to ensure that programming remains relevant and can grow with associates as they develop their capacities further (Annie E. Casey, 2009). Moreover, organizations that have shown a notable focus on mitigating racial equity also tend to provide programming that allows associates to use their skills to address racial equities within and outside of the organization (Fulton, Oyakawa, Wood, 2019). Programs that also empower people of color within the organization to center their experiences within the organization and play a role in developing educational programming is also associated with organizations that are dedicated to promoting racial equity (Funders Together To End Homelessness, 2020).

This category has been designed to capture these attributes while also highlighting the relative strength of support for active confrontation of racialized barriers and empowerment of people of color to efforts to promote racial equity, diversity, and inclusion. Attributes at the General level focus on evidence that an organization's programming provides an environment of learning on topics related to racial equity broadly. Specifically, evidence of facilitated dialogue, research-based and practice-based information,

and opportunities for unstructured discussion and reflection are characteristics of this environment. Additionally, General level attributes focus on an organization seeking resources from those working in the field of systemic racism to inform programming. These relationships may not be formalized partnerships and may take the form of buying or acquiring resources through transactional means or contracting a facilitator to provide a training or workshop.

At the Growth level, the attributes focus on expanding on the attributes related to programming from the General level. Notably, these attributes are focused on programs that can help associates understand the connections between their individual feelings and experiences about race and larger systemic and cultural racial frameworks and structures, as well as addressing issues of institutional and personal power when discussing racial equity, as a discussion of power is seen as an important aspect of promoting racial equity (Potapchuk, 2020, Tervalon, Murray-Garcia, 1998, Pless & Maak, 2004). This level of focus looks for evidence of organizational self-reflexivity about white-centered language and concepts when creating and delivering programming. Finally, at a Leading Level, the attributes look outward and for attributes that build associate's capacity for confronting racial inequities in their communities, and also at evidence that programs allow people of color autonomy and power in creating racial equity programming within the organization.

Results

Relative to other categories, the Programming and Learning category was the strongest across all attributes. Delta Gamma's work and commitment in creating and expanding its DEI-related educational resources was strongly represented in the documentation and among respondents. This is in no small part due to specific programs such as the Vimeo Racism Series, DG Dialogues, the DEI resources web page, and the recorded internal sessions on DEI related issues. These programs have led the way in creating an environment that fosters open sharing and learning about a wide range of topics related to racial equity such as implicit bias and white supremacy in everyday life. Additionally, these programs also deliberately call on participants to pay closer attention to aspects of white-dominant culture in their work and lives. In the CCOM manual for instance, special attention is paid to instructions on forming chapter-level DEI Committees and chapter officers are encouraged to 'unpack their own contributions to systems of oppression.' Finally, activities such as the Contextualization process and this equity assessment process highlight the ability for Delta Gamma to look towards expertise and research for best practices in understanding racism. Additionally, certain Leadership in Ethics speakers such as Tarana Burke have also been invited to share their knowledge with the organization.

Moving onto Growth level attributes, the assessment team found a great deal of evidence that Delta Gamma facilitates several programs aimed at helping members explore the connection between individual experiences and systemic racism. While specific presentations within dedicated learning programs such as DG Dialogues focus entirely on these factors, evidence pointed towards these conversations being promoted throughout many Delta Gamma activities. For instance, chapter officers are encouraged to lead conversations around privilege and race and in the Collumnae Best Practices Guide, members are encouraged to reach out to DG Dialogues for topic ideas for certain events. Additionally, many of the educational resources invite members to think and share about uncomfortable aspects of racial disparities such as unexamined biases and complicity in racial oppression, and a reframing of unexamined 'neutral' concepts such as friendship in terms of diversity and inclusion. Moreover, these conversations seem to be moving into spaces outside of dedicated educational spaces.

Aside from Collumnae events and chapter DEI Committees, dialogues related to inclusion, racism, and diversity are encouraged as a part of several gatherings, complete with dedicated facilitated guides available for certain topics.

At the Leading level, Delta Gamma has moderate strengths in both attributes in relationship to the rest of the category. Specifically, the assessment team found evidence for connecting the ideas and concepts from dedicated educational programs throughout the organization through the linkages that we discussed at the chapter level previously. In addition, the development of racial equity dialogues and resources within the Honor Board and within the 2020-2023 Strategic Forecast document give evidence that these lessons from these programs may be finding traction in other areas of the organization. However, the evidence of this spread within the documentation is sparse.

While the other attribute in the Leading level, "Program fosters greater participation in external engagement aimed at promoting leadership in racial equity efforts" is almost as strong, it is one of the weakest attributes in this category. This is primarily due to a lack of evidence for this activity in the documentation. While a wealth of evidence exists for the strength and detail of internally focused educational focus, little evidence points to resources aimed at readiness for leadership and advocacy.

However, there do appear to be promising beginnings within the documentation. First, the Foundation's focus on Service of Sight provides an already existing platform for possible leadership around issues at the intersection of race and issues related to sight-based disabilities. Furthermore, the Chapter Officer's Manual section on DEI-related issues calls for utilizing campus resources to promote diversity and inclusion which may naturally lead to leadership. However, the document review found no educational or capacity-building support for this initiative or any other initiatives to act as a partner or leader on racial equity issues on campus. Moreover, there were also no resources aimed at helping members discuss or advocate for racial equity in arenas of public policy, the workplace, or community dialogue. Finally, we found no evidence of programs that would be useful for helping leaders communicate or provide vision and leadership for DEI issues. To play a leading role in racial equity, Delta Gamma would be greatly aided by the addition of these types of resources.

Finally, the document review found no evidence of programming that specifically centered voices of color in educational or capacity building programs. Given the dearth of women of color in leadership and staff positions more broadly, this finding would seem to be a natural outcome and it is not clear that the deficiency points to a deliberate desire to silence voices of color in programming. However, a lack of resources in this area may inhibit the development of an inclusive, equitable, and diverse climate at Delta Gamma and may contribute to educational materials and initiatives that lack relevancy in terms of larger racial equity desires of people of color.

Recruitment

The Recruitment category, along with the Retention and Advancement category deal both with staff resources and membership resources. Since senior staff and leadership at Delta Gamma overwhelmingly come from members, the research team found it helpful to combine elements of the two types of human resources. While this means that some attributes will be more appropriate for staff or membership-related issues, the research team feels that many of the attributes overlap and in analyzing the documentation, the analysis of the documents was read more broadly. However, it is important to understand the theoretical underpinnings of each aspect to fully understand the results.

Staffing

The relationship between human resources management and racism has received a great deal of attention over the past three decades specifically. Much information has come to light regarding the role of implicit bias in application reading and interviewing, the challenges related to homogenous social networks and job availability, and differential discipline and advancement opportunities among employees of color. Additionally, the past decade has seen several equity assessments and organizational evaluations that recommend several measures aimed at addressing those challenges to inclusive workplaces. These include changes to job postings, introducing greater quantitative measures into the application review process, the addition of more diverse screening and interviewing personnel, and specific resources dedicated to identifying leaders of color within and organization. The research team used the recommendations that were strongly supported by academic research, human resources best practices, and our own work with communities and organizations.

Membership

Given the private nature of social clubs, research on racial equity in membership recruitment and retention tends to be more proprietary and less available. However, a few studies have worked to shed light on how racial inequities play out in voluntary organizations. For instance, a study on racial diversity in diversifying church congregations found that creating relevant meaning to diverse parishioners increased feelings of belonging (Becker, 1998), while a study of sports-related clubs in Australia listed the ability for diverse people to bring their culture to the organization as an aspect of diverse membership (Hanlon and Coleman, 2006). Voluntary organizations tend to be exclusive or selective as a part of their existence, unlike workplaces or governmental organizations where inclusion is conceptualized as being a function of one's skills and abilities or possibly civic status. Here, we are aided by an organization's values, mission, and expectations for membership, which brings clarity to the requirements for inclusion in the way that workplace or government agency goals communicate those requirements.

Membership-specific attributes that were supported most strongly tended to come from studies of non-profit organizations, colleges, and volunteer service programs (sports clubs, networking groups, etc.). In those studies, many of the attributes emphasized expanding recruiting networks to include more diverse audiences, channeling greater resources to diverse recruiting, building long-term relationship with diversity-related groups, and making changes to recruitment practices to become more attractive to a greater diversity of potential members. In terms of retention and advancement, the available evidence emphasized reducing the isolation of members of color through effective networking and mentorship, identifying and engaging potential members of color, and bringing a wider lens to the assessment of relevant skills and abilities of both employees and members.

In all, the research team identified 60 attributes related to human resources categories. While several attributes were identified and strongly supported, there was less evidence that suggested what the relative effectiveness of these attributes to one another. Therefore, for these categories, the research team did not group attributes into levels of focus. Rather, evidence is either reported as being present or not present in a manner similar to other categories and category strength is solely judged on the number of attributes present.

Results

Recruitment

Strong Attributes

- Recruitment staff prepares for interviews by having resume reviewers and interview panels dialogue about goals for the position and how that ties to the equity work and goals of the organization.
- Job descriptions/membership recruitment material call for experience working with different communication styles.
- Recruiting material show a basic understanding of the concepts of institutional and structural racism and bias and their impact on employment among underserved and underrepresented communities.
- Job descriptions/member recruitment material call for experience working on a diverse team
- Language includes communication and management styles that are culturally and gender inclusive
- Recruitment materials avoid gender-specific pronouns and other language that signals gender norms
- The organization provides implicit bias training for chapters with particular emphasis on recruitment

Overall, the evidence from the document review shows that Delta Gamma's member recruitment efforts are slightly more developed than the organization's staffing efforts. However, between evidence for both efforts in the documentation, these recruiting efforts contain a great deal of room for additional strategies for increased diverse recruitment. In terms of membership recruitment efforts, the 'Recruitment Confidential' document includes preparation week mandatory trainings related to implicit bias and attention to the barriers to diverse recruiting. These trainings provide detailed, research-based information related to the issues as well as detailed instructions for facilitation. However, no information was found that described how many chapters conducted these trainings or how effective these trainings were on members' understanding of the topics.

Additionally, the Anchor Score Recommendations for Fall 2020/Spring 2021 introduce a numerical aspect to rating potential new members that helps to reduce ambiguity. However, no evidence of a similar rating system for staff members was found within the documents. The Collegiate Chapter Officers Manual, one of the guidelines for considering new members is whether that member has experience working towards DEI issues. Finally, the 'New Member Recruitment Guide' also includes instructions for facilitation discussion around Delta Gamma's Positional Statemen on Inclusion and other policies such as those connected to hazing. While these activities occur with new members that have already been recruited, these are resources serve to communicate Fraternity expectations related to DEI efforts to new members and encourage members to build skills to work within more diverse settings.

Staff recruitment materials--namely job descriptions--were found generally avoid using gendered pronouns or culturally insensitive language. Respondents also added that application review activities used numerical ratings and 'blind review' techniques to mitigate bias in the hiring process, however direct evidence of these practices were not found during the documentation review.

Weak Attributes

- Organization avoids recruitment practices that rely primarily on word of mouth or professional relationships.
- The organization partners with other organizations that have diversity and equity embodied within their mission to reach a greater diversity of people.
- The organization builds in numeric ratings of desired skills to reduce the subjectivity.
- Educational requirements are not being used as a proxy for specific skills that could be attained through some other means

Attributes where evidence was found for concern were related to several different areas. First, documents related to membership recruitment appeared to promote 'word of mouth' or network-based recruitment. Given the nature of Delta Gamma's organizational structure, this seems as if it may be somewhat unavoidable, however, given the likelihood of members drawing from networks that are homogenous, this can inhibit the recruitment of more diverse members. In terms of staff recruitment, job descriptions appeared to rely almost solely on skills either gained or conceptualized within traditional business norms, and interview questions were not structured in such a way that potential new employees can related non-traditional skills to job requirements. Additionally, the FHC employment services marketed to chapters for the hiring of house employees provide no information on their measures for ensuring inclusive housing.

Retention and Advancement

Strong Attributes

- Organization supports activities and networks for associates of color (affinity groups, lunch and learn sessions, employee gatherings based on their interests.)
- Organization has created and supported learning about institutional bias and racism, including self-reflection about one's relationship to these systems.
- The organization has protocols for developing a detailed investigation plan for conducting a prompt, neutral investigation in response to racial harassment claims.
- The organization promptly terminates employees who violate harassment policies
- The organization provides associates access to Employee Assistance Programs

According to the document review, Delta Gamma's strengths in retention and advancement related to people of color are largely concentrated on the well-developed options for learning and self-reflection related to racial equity, the support for affinity groups among members of color, and the very detailed alumnae review process for surfacing, investigating and adjudicating incidents of racism within the organization. Additionally, the document review indicated that employees have access to Employment Assistance Programs. These programs are sometimes staffed with counselors who can help employees of color cope with racialized stress and trauma related to ongoing systemic oppression or specific incidents of racial harassment. However, the document review was unable to uncover evidence for attributes that tend to be specifically correlated with promoting advancement among associates of color.

Partnerships and External Impact

The Kirwan Institute conceives of equitable organizational behavior as not only being about how an organization addresses racial inequities internally, but also externally. In her article 'Operationalizing Racial Justice,' noted racial equity consultant Maggie Potapchuk posits racial equity in organizations as

"to imagine transformation is possible, and then be willing to make bold accountable investments and take the risks necessary to collectively achieve racial justice (Potapchuk, 2020). Similarly, we have found that organizations that use their connections, influence, and reach to dismantle structural racism within the larger community are more likely to be effectively dismantling structural racism internally. More importantly, this view of equitable organization emphasizes an organization's ability to explicitly and effectively work towards a more inclusive and equitable world. Given this view, partnerships and external impact are a vital category of attributes to analyze.

While this category benefits from previous assessment and organizational recommendations—particularly from non-profit and philanthropic organizations—the research team also made use of information from the media analysis and personal interviews more explicitly to understand the partnerships that Delta Gamma has been involved in related to racial equity. This stems from the fact that while the existence of partnerships can often be understood through documentation, the nature and intensity of those partnerships may not be. Understanding how these partnerships are understood and communicated within the organization can help researchers gain a better understanding of the effects of those partnerships.

This category is primarily designed to understand the focus, initiative, and sense of purpose that Delta Gamma brings to partnerships and external impact related to racial justice. Each attribute is sorted into a Focus Level, with a General Focus Level created to find evidence of self-directed partnership creation from Delta Gamma on issues of racial justice or DEI, the Growth Focus Level focusing on evidence that Delta Gamma is able to influence policies related to racial justice on a local, national, or international level through effective partnerships or direct impact, and at the Leading Focus Level, evidence that Delta Gamma has taken a leading role—either through long-term partnerships or by taking a visible leadership role itself—in supporting racial justice issues.

Results

Among all categories, the Partnerships and External Impact category contained the least amount of evidence from the document review and from personal responses. Most of the information from this section was found on the organization's Diversity, Equity, and Inclusion webpage, which offered broad and vague evidence related to any attribute. Additionally, none of the respondents discussed topics related to forging partnerships for the purposes of forwarding racial equity.

At the General level, most of the evidence for the attribute "The organization enlists culturally competent community members, leaders, consultants and other partners to further its work towards its racial equity goals without outside prompting" comes from the webpage, which lists hyperlinks to a number of existing, culturally competent resources for members to explore. The page also mentions the Equity Assessment work in partnership with the Kirwan Institute as well as plans to enlist outside consultants in the implementation of new DEI-related measures. Within the documentation, the Honor Board Handbook contained references to the Honor Board's ability to connect members to on-campus resources for addressing racism, as well as helping chapters forge partnerships for a variety of goals that include addressing racism.

The document review uncovered no evidence of attributes at the Growth level (The organization shows the ability to directly influence relevant public policy or public opinion in relationship to confronting racial inequities) or the Leading level (The organization practices leadership in its field by regularly

recognizing and responding to key political moments or opportunities related to racial justice through coordinated efforts with partners). However, this lack of evidence is primarily due to the emphasis on racial equity and does not necessarily reflect Delta Gamma's ability to create external partnerships for promoting social change generally.

Budgeting Procedures

Over the past two decades, organizations—specifically non-profit and philanthropic in nature—have begun to focus their attention on how their financial support priorities and policies effect their ability to address racial equity. Organizations such as the W.K. Kellogg Foundation, the California Endowment, and the United Way have commissioned studies of their funding streams, endowment packages, and vendor and grantee selection processes to understand how aspects of implicit bias and structural racism can reify racialized barriers in those areas. For example, The Barr Foundation documented their equity assessment process and highlighted the various ways in which grantee identification and classification lead to racially inequitable results even as the organization was working towards racial equity (Barr Foundation, 2009). Studies such as those undertaken by The Urban Institute have found that the presence of specific investment aimed at addressing structural barriers to racism tends to be correlated with more effective change for effected populations (Burrowes, 2020).

In studies of community-oriented programs, studies have also shown that when people from communities or populations effected by the programs are provided the opportunity to make executive decisions about funding, results of the program are more equitable (Arenstein, 1969; Block 2005). Within organizations, funding priorities aimed at addressing internal manifestations of racial inequities such as pay gaps and lack of leadership opportunities, as well as further educational opportunities related to racial justice are often correlated with a greater sense of equity within the organization.

Reflecting this research, the Budgeting Priorities and Procedures category is centered around themes of spending and giving priorities, financial support for addressing racialized barriers both within the organization and with vendors, and the amount of control members of color have over budgeting priorities. At the General level of focus, the document review was interested in evidence that the organization's financial support was directed towards greater diversity among outside contractors and grantees. At the Growth level, the document review focused on attributes related to addressing barriers related to structural racism internally and externally. Finally, at the Leading level, the review focused on attributes related to empowering members of color within the budgeting process and renumerating those who have been harmed by past instances of overt racism or complicity with racism by Delta Gamma.

Results

Relatively little evidence was found for attributes in this category. However, the most significant evidence was found in support of the attribute "The organization practices leadership in its field by regularly recognizing and responding to key political moments or opportunities related to racial justice." Programs such as Service for Sight and Sisters Helping Sisters need-based scholarships are tangentially aimed at making funding available to those who could otherwise be left out of traditional granting programs. The Delta Gamma Family Guide also mentioned that over $920,000 had been allocated to partners serving children with sight-based abilities. Additionally, respondents close to Foundational giving stated that a great deal of thought is put into endowment funding to identify those most in need.

However, this sentiment was not expounded upon. In terms of the other attribute in this category, "Budgeting process or policy provides special incentives or directives for locating partners/contractors of color," we could only find reference to a document that encouraged members to donate to "marginalized members of our community, our world and our sisterhood are impacted by violence and racism." However, no further reference is made to this effect and no specific policies relate this idea back to supporting contractors, vendors, or partners of color.

Less evidence exists to support attributes at the Growth level, with evidence only found to support the organization's funding priority in addressing gaps related to structural racism, mostly through funding for educational resources and assessment and implementation plans. Conversely, anecdotal evidence from respondents suggests that the organization may have difficulty bringing financial resources to bear to address racial inequities outside of the organization. One respondent said that the organization offers no scholarships for women of color, while another respondent spoke of the fear of losing potential donors if the organization decided to address said barriers explicitly. While these sentiments were not supported by documentation, no documentation existed to address these concerns either. At the Leading level, the fear of the loss of large donors was also mentioned as a possible deterrent to Delta Gamma offering to renumerate victims of past racial injustice within Delta Gamma.

Cultural Climate Assessment

The Cultural Climate Assessment is designed to illuminate the ways in which the social experience within Delta Gamma is affected by procedures, norms, concepts, and assumptions related to race. Additionally, the assessment will seek to understand how Delta Gamma associates experience and navigate issues related to race. The overall goal is to identify potential areas for growth as well as areas of strength in how Delta Gamma addresses DEI-related issues and to gain a better understanding of how the perceptions of Delta Gamma's relationship to race plays a part in Delta Gamma's continuing journey towards greater diversity, equity, and inclusion.

Survey Instruments Methodology

Cultural Climate Omnibus Survey

The Cultural Climate Survey is a new survey instrument created for this assessment that draws on existing research and previous assessments related to anti-racist and white-centered organizational norms, as well as aspects of trauma-informed workplaces. The basic survey consists of 66 individual items framed as statements about the organization. Each item contains a five-point Likert scale in which respondents are asked to give their opinion about each statement (from Strongly Disagree to Strongly Agree). Each item is related to one of ten attributes related organizational culture. These attributes are related to aspects of organizational cultural as related to race, such as human resources practices that are consistent with the promotion of racial equity or organizational norms around individual success that have been connected to reifying notions of systemic oppression. The result of this survey looks to measure whether respondents can identify these attributes as being present within their experiences at Delta Gamma. Items were created based on items related to studies in white-normative organizational culture (Jones, Okun, 2003; Partee, Potapchuk, 2020; Elfman, 2018) and responses to similar surveys conducted in equity assessments such as Potapchuk's Concentric Circles, and TOCA assessments (Potapchuk, 2020) as well as, The Western States Center's Assessment (Western States Center, 2010) tool and case studies into perceptions of white-centered business norms related in Partee and Potapchuk's article. Items are constructed to correlate only with their specific attribute either as presented in other instruments or within literature.

Given the experimental nature of this instrument, the cultural climate assessment does not use the results to make definitive claims about the presence of various attributes within Delta Gamma culture. Rather, responses will be presented as an indication of respondents' perceptions of Delta Gamma culture, which combined with other information from the cultural climate assessment and equity operations audit, can provide insight and support for future decision-making.

The Cultural Climate Survey was administered to potential respondents among executive staff members and Fraternity leadership by way of an online survey accessed by an anonymous link. The link was delivered to potential respondents by way of an email invitation developed by Delta Gamma's communication staff. Respondents were invited to share their thoughts and ideas as a part of the equity assessment. Upon clicking the link, respondents were given instructions on the nature of the survey and how to interact with the form. Afterwards, respondents were asked a series of demographic questions before beginning the survey proper. After completing a third of the survey, respondents were asked about how they were feeling, being able to rate their feelings from very comfortable to very uncomfortable on a 5-point Likert Scale (See Appendix B for list of survey items). At the end of the

survey, respondents were thanked for their participation and informed that more information about the equity assessment would be oncoming.

Cultural Intelligence Quiz

The Cultural Intelligence Quiz was developed by researchers P. Christopher Earley and Elaine Mosakowski as an instrument to measure the level and nature of aptitude that respondents showed to adapting to diverse cultures. Earley, along with other researchers have conceptualized cultural intelligence as consisting of three competencies: cognitive, physical, and emotional/motivational. According to the cultural intelligence model, these competencies are correlated with skills that people can call upon when faced with unfamiliar aspects of other cultures. (Earley & Ang, 2003). The instrument, entitled 'Diagnosing Your Cultural Intelligence' consists of three sets of 4 statements with each set correlating with one of the cultural intelligence competencies. Each individual item consists of a reflective statement about the respondents' reactions to being in various situations with diverse cultures. Respondents are asked to rate their level of agreement with each statement using a 5-point Likert Scale (Strongly Disagree=0 to Strongly Agree=4). Respondents are then asked to add up their scores for each competency and divide by four. According to the survey instrument, an average score of less than three indicates a competency that could be improved while a score of 4.5 indicates a competency that is relatively strong.

Like the Cultural Climate Survey, this instrument was delivered by way of an electronic survey. However, this survey was delivered to the general membership of Delta Gamma in order to gain some insight into the cultural competencies of Delta Gamma members at large. Respondents accessed the survey by accessing a hyperlink provided in an email from Delta Gamma's communications department. Respondents were informed about the survey and the instructions for completing the survey upon clicking on the hyperlink. This version of the instrument did not use the process of dividing the scores by four due to difficulty with the survey software. Instead, the survey used the total scores per section and respondents were informed that scores of 18 and above indicated relative strength and scores of 12 and below denoted relative weakness. Respondents were then invited to share their demographic email through a series of questions before answering the three sets of cultural intelligence questions in sequence (cognitive, physical, emotional/motivational). At the end of each section, respondents were given a chance to see their score for that section before moving on to the next section. At the end of the quiz, respondents were thanked for their participation.

Personal Interviews

To further understand the experiences of Delta Gamma staff and leadership in terms of diversity, equity, and inclusion, the assessment team conducted a series of interviews with key staff and leadership members of the Fraternity and Foundation, as well as administering a series of online group questionnaires to various classes of staff, leadership, and volunteers of the organization.

The interviews were conducted between October and December of 2020, with each lasting about 30 minutes. The assessment team, along with Advisory Committee members identified several potential respondents representing various aspects of Delta Gamma's national structure. Interview candidates were then emailed invitations to participate in interviews with instructions on scheduling and a brief explanation on what the surveys were designed to accomplish. Potential interviewees were also allowed to see the survey questions beforehand if they requested to do so. After respondents agreed to

be interviewed and a time and date were set, the assessment team created a calendar invite that included a link to a Zoom meeting.

At the beginning of the interview, interviewees were given the option of being recorded for the purposes of analysis or declining to be recorded. Interviewees were also informed that they could stop the interview at any time or refuse to answer any questions they were not willing to answer. While some of the interview questions varied depending on roles and experiences of interviewees, four questions were asked of all respondents. Respondents were asked about the strengths that Delta Gamma possessed to address racial equity, the challenges that the organization faced in terms of racial equity, their motivations for joining and working for Delta Gamma, and what values were most prominent within Delta Gamma in their experience. At the end of the interview, respondents were offered the opportunity to add additional comments or ask questions of the interviewer about the equity assessment process.

Group Questionnaires

Questionnaires were sent to ten different group within Delta Gamma's national and regional structure to gain a wider breadth of feedback about the organization's relationship with racial justice issues (See Table 2).

Table 2: Select Groups for Questionnaires

Select Questionnaire Groups
Fraternity Council Members
Foundation Board of Trustee Members
Fraternity Directors
Board of Advisors Members
"DG's of Color" Affinity Group Members
DEI Committee Members
Collegiate Recruitment Consultants
Regional Collegiate Recruitment Specialists
New Chapter Recruitment Consultants
Alumnae Development Consultants

In a manner similar to the Cultural Climate Survey, an online survey was developed for the various groups of potential respondents. Each group received a set of questions related to their roles and experiences within Delta Gamma. In line with the interview question, all sets contained a set of similar questions. For the questionnaires, the permanent questions were related to strengths and challenges that Delta Gamma possessed in addressing racial justice issues. As with the other surveys, respondents were free to answer only the questions that they would like. Unlike the other online surveys, this survey did not collect demographic information, only identifying respondents by which group they chose as being a part of at the beginning of the survey. At the end of the survey, respondents were thanked for their participation.

All online surveys were created using OSU's version of Qualtrics online survey software. The software collects responses automatically and stores it on a cloud server that can only be accessed by OSU personnel. Furthermore, access to the specific surveys requires password access held solely by

assessment team members. Resulting reports and analysis from the survey were then transferred to OSU password protected drives for analysis purposes.

All interviews were conducted over OSU's version of Zoom, Carmenzoom, Skype for Business, or another Zoom meeting product. All recorded meetings were conducted on Zoom. Zoom recordings were saved to an OSU-secured cloud server and accessed using password-protected interfaces from OSU laptops. For analysis purposes, transcripts from the interviews were transferred to OSU password-protected drives. Once the analysis was finished, individual records of interviews, including video, audio, and transcripts were destroyed.

Cultural Climate Omnibus Survey Results

The research team received a total of 149 responses to the Cultural Climate Omnibus Survey (n=149). Of those responses, the predominant characteristics were volunteer alumnae between the ages of 22-60 who overwhelmingly identified as White or Caucasian (See Table 2). Generally, respondents agreed to statements that corresponded with the presence of attributes that generally support the promotion of racial equity (41.1% average compared to 28.9% disagreement/strong disagreement) and disagreed with statements that corresponded with the presence of attributes that correlate with a promotion of white-normative business culture (39.1% compared to 36.1% agreement/strong agreement) (See Figure 1).

Table 2: Cultural Climate Omnibus Survey Demographic Categories

Cultural Climate Omnibus Survey Demographic Count							
Age			Membership Type				
	21 and Younger	2		Collegian	0	Region 1	2
	22-32	24		Alumnae	56	Region 2	3
	33-45	38		Neither/Other	5	Region 3	4
	46-60	25	Comfort Level			Region 4	19
	61-70	16		Very Comfortable	14	Region 5	6
	70 and Older	13		Comfortable	24	Region 6	5
Race				Slightly Comfortable	12	Region 7	6
	Asian	1		Slightly Uncomfortable	5	Region 8	6
	Black/African	2		Uncomfortable	0		51
	Caucasian	102		Very Uncomfortable	0		
	Hispanic/Latinix	4	Region				
	Native American/Indigenous North American	5		Staff	18		
	Pacific Islander	0	Role	Volunteer	28		
	Self-Identify						

However, there were a couple of notable exceptions. First, respondents generally disagreed with statements that corresponded to the empowerment of women of color (43%), and conversely generally agreed with statements that corresponded to norms that value organizational over progress individual associate well-being (44.1%). Additionally, respondents to statements related to the prioritization of comfort among privileged groups agreed and disagreed with those statements in numbers that were very close to one another (36.9% and 34.2% respectively), though almost twice as many respondents strongly agreed with statements in this category. Respondents to statements related to the presence of attributes of trauma-informed workplaces received the largest level of agreement, with 52.6% of respondents agreeing to these statements. This was the only category in which most respondents chose agreement or disagreement. Across the board, responses of the highest strength (agreement or disagreement) were far outpaced by responses of weaker agreement/disagreement and neutral responses. The category that received the most responses of strong agreement were from the category based on attributes related to the concentration of power (13.4%), which is correlated with the

promotion of white-centered norms. The most responses of strongest disagreement were from the category "Empower" dealing with the promotion of empowerment among people of color (10.3%). Finally, it should be noted that responses of neutrality were prominent across all categories (24.8%).

The survey results were calculated according to all demographic categories. However, due to a low number of respondents in some categories and a lack of statistically significant results in others, the assessment team feels that only a few categories are worth mentioning in this section of the report (full results shared with Council in separate Excel Sheet). The two categories that contained significant results were those related to age and race/ethnicity identification.

Age

The survey elicited responses from several people in the age categories of 22-32 (n=22), 33-45 (n=37), 46-60 (n=24), and 61-70 (n=14). While there were several differences between results from these category groups, in general, the groups differed on their general agreement and disagreement about the attributes attributed to the promotion of racial justice and the promotion of white-centered norms (See Figure 1). In general, youth was positive correlated with disagreement about the presence of racial justice-related attributes, and agreement about the presence of white-centered attributes. Most notably, respondents who reported an age of 22-32 significantly disagreed to the presence of inclusion-promoting human resources and empowerment-related attributes at Delta Gamma (47% and 67% disagree/strongly disagree respectively). Meanwhile, respondents 46-60 and 61-70 both significantly agreed with the presence of inclusive human resources attributes (63% and 48% agree/strongly agree respectively). Responses related to attributes of white-centered norms were also correlated with age, however, the trend was slightly different. Between the three age groups between the ages of 22 and 60, youth was positively correlated with agreement/strong agreement with statements about the presence of white-centered attributes. However, respondents aged 61-70 bucked this trend, with a significant amount responding to agreement in categories related to concentration of power, progress is more, and individualism. In the other two categories, respondents in this age category agreed to the presence of these attributes at rates higher than 46-60-year-olds and comparable to 33-45-year-olds. Finally, advanced age was positively correlated with a greater number of neutral responses to categories related to the promotion of racial inclusion.

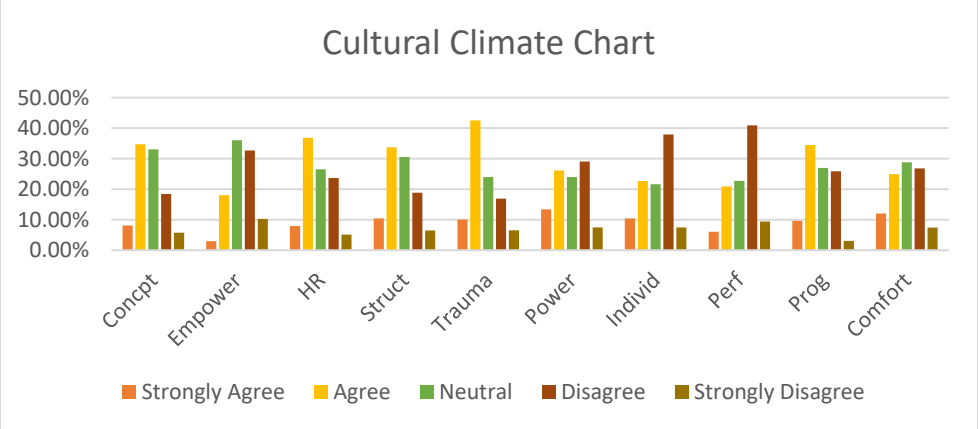


Figure 1:Chart Displaying Full Cultural Climate Omnibus Survey Results

Race

While there were a strong number of respondents that identified as 'White' or 'Caucasian' (n=101), no other individual racial categorizations contained a significant number of responses. Hence, for the

purposes of analysis, all other responses were bounded together into a new category described as 'Nonwhite.' The inclusion of this category was necessary to provide a large enough sample for analysis (n=11). However, the relatively small size of the sample should be considered when discussing the results. The results between the two categories are strikingly different among several different categories. In general, White and Nonwhite respondents had differing opinions on the presence of racial justice and white-centered attributes. Nonwhite respondents generally disagreed with the presence of racial justice attributes while agreeing with the presence of white-centered attributes. This is particularly true of disagreement/strong disagreement with the presence of attributes related to empowerment of people of color (73%) and a high amount of agreement/strong agreement with concentration of power-related attributes (72%). Conversely, White respondents generally agreed or strongly agreed with the presence of racial justice-related attributes while generally disagreeing/strongly disagreeing with the presence of white-centered attributes. Forty-nine percent of White respondents agreed with the presence of attributes related to inclusive human resources and 46% of White respondents disagreeing/strongly disagreeing with the presence of attributes related to individualism. However, both populations of respondents overwhelmingly agreed that Delta Gamma was characterized by attributes related to trauma-informed workplaces.

Cultural Intelligence Quiz

There were a total of 3,090 responses to the Cultural Intelligence Quiz (n=3,090). Respondents were sorted by several demographic characteristics similar to those in the Cultural Climate survey. The predominant demographic characteristics of these respondents were alumnae members identifying as 'White' or 'Caucasian.' The number or respondents were relatively even in terms of regional representation and age. The largest number of respondents also reported as being 'Comfortable' discussing topics related to diversity, equity, and inclusion (46.2%).

Responses to the questions indicate that respondents possess either moderate or strong skills in cognitive, physical, and emotional/motivational skills related to cultural intelligence. The average rating for all participants were as follows (out of a total of 5):

- Cognitive: 3.33
- Physical: 3.75
- Emotional/Motivational: 4.31

Given that scores of 4.5 and above are considered strong skills and scores between 3 and 4.5 are considered areas of aptitude, these scores would appear to indicate that on average, respondents self-report as having relatively strong aptitude in a number of skills, particularly those associated with emotional/motivational intelligence (Highest scoring statement in each section shown in Table 3).

Table 3: Highest Scoring Question from Each Cultural Intelligence Quiz Section.

Hightest Scoring Statement: Cultural Intelligence Sections	
Cultural	If I encounter something unexpected while working in a new culture, I use this experience to figure out new ways to approach other cultures in the future.
Physical	I can alter my expression when a cultural encounter requires it.
Emotional/Motivational	I am certain that I can befriend people whose cultural backgrounds are different from mine.

Interviews and Questionnaires

Over the course of the assessment, the research team conducted 11 interviews (n=11). These interviews were designed to help illuminate challenges and strengths related to diversity, equity, and inclusion at Delta Gamma from the direct experiences of individuals connected to the national level organization. Additionally, we asked interviewees questions about their connections to Delta Gamma and motivations for pursuing their role at the Fraternity, as well as specific questions related to their roles and questions about the aspirations that they have for racial equity at Delta Gamma. Interviewees spanned a range of individuals from Fraternity and Foundational staff and leadership to members of color and other volunteers.

The assessment team also administered several online questionnaires for the select groups of Delta Gamma associates mentioned earlier in the report. Like the interview questions, these questions revolved around strengths and challenges/opportunities for growth related to racial equity at Delta Gamma. In all, 80 respondents answered the questionnaire (See Table 1 for a list of respondent groups). The groups that were primarily represented among the respondents were DEI Committee members (11) Board of Advisors members (14), and Fraternity Directors (11), though there was strong representation in general. In the analysis of the interviews and questionnaires, several important themes arose that the assessment team feels warrants important focus.

Strengths

<u>Dedicated Staff and Membership</u>

Among all groups of interviewees and questionnaire respondents, the valuable role that dedicated Delta Gamma staff and membership are playing to promote DEI-related issues was most frequently mentioned. Respondents mentioned the great work being done by Delta Gamma members in the DEI Committee and educational staff and personnel specifically. Some respondents also talked specifically about the positive influence of young members in pushing the conversation forward, and a few mentioned alumnae who continued conversations about racial justice and privilege on their own after taking part in an educational program through Delta Gamma. As one respondent put it, “We have a lot of really wonderful alumnae out there who are showing up to do the work and are willing to, you know, support our members in whatever way they need to.” Many people also mentioned the increasing number of women who are playing direct roles in promoting DEI work at Delta Gamma. Additionally, some respondents pointed to the dedicated leadership of the Fraternity Council and Fraternity Directors in keeping the issues related to DEI at the forefront of Fraternity conversation.

<u>Increasing Educational and Conversation Opportunities</u>

Another area of focus for respondents and interviewees was the increasing presence of educational material and opportunities for dialogue related to DEI issues. Respondents mentioned programs such as DG Dialogues and virtual DEI trainings as being a positive aspect of their growing understanding and comfort with issues related to DEI and racial justice. One respondent said that they were 'very impressed' with the efforts of the education and development teams related to these issues. Some respondents tied these efforts to the prominent role of education within Delta Gamma, with one respondent making a direct parallel between these efforts and the efforts that the Fraternity founders to promote education among women.

Along with educational opportunities, many respondents mentioned their appreciation for the increased opportunities to engage in meaningful conversation on topics related to DEI. While acknowledging that these conversations are not always easy, many respondents felt that the opportunities afforded them through Delta Gamma to engage these topics were very helpful in expanding their understanding and comfort with these topics. One respondent claimed that these conversations have spread to their staff meetings as well. This was one of several responses that could indicate that the efforts at creating space for dialogue could help people promote DEI-efforts organically.

Variety of Communications Platforms

Respondents also mentioned the role of communications platforms in promoting DEI at Delta Gamma. Respondents primarily discussed two different aspects of related to communications. First, respondents brought up the variety of different platforms for providing information and communication opportunities. Respondents mentioned articles in the ANCHORA including Contextualization, social media platforms, email newsletters, and the Diversity, Equity, and Inclusion page on the Delta Gamma website as important platforms for engagement and information about diversity-related issues. Respondents generally found that communications associates weaved these platforms together in a seamless manner that allows for people to feel connected to the Fraternity's DEI efforts. Respondents also reported feeling that these platforms were very effective at delivering personal stories and narratives that drove home the point behind DEI-related concepts and initiatives. Additionally, a significant number of respondents also felt that the organization's efforts to diversify their marketing materials. One respondent that they perceived the Fraternity as working to feature more of the diversity within the membership in recent materials. This dedication may be reflected in the findings in the Media Analysis.

Delta Gamma Values

Respondents were asked one or more questions about values. Specifically, they were asked which values were important to their personal motivation for staying connected to Delta Gamma, which values that they saw as most prominent in their experiences with Delta Gamma, and/or which values they felt were the most useful for promoting DEI-related efforts at Delta Gamma. Respondents discussed several values, many of which were related to Article II. The most common theme related to values was a dedication to personal growth and high character. This extended to the idea of helping other sisters develop personally through holding others accountable for actions that reflect Delta Gamma values. Some respondents extended this dedication to personal growth to promoting DEI efforts.

Leadership among women was another value commonly mentioned by respondents. One respondent summed up this sentiment by describing Delta Gamma as a place where women were assisted in

becoming “leaders in their community (who) raise the bar for who they are and also what they expect of others.” The value of leadership was highly correlated with community leadership, either within the Greek community or the wider community at-large. Many respondents appeared to conceptualize the idea of leadership as practicing aspects of high character in positions of community import. Many respondents also viewed Delta Gamma as a leader in the Greek community whose actions could reverberate through that community. This value was also touched upon a bit less commonly through the idea of social responsibility. One respondent talked about their connect to Delta Gamma not only in terms of personal growth, but in terms of their responsibility to a wider community:

“I just want to be better for the people I'm working with. I want to be better for the organization that I say I represent; I want to be better for my sisters from college. My sisters who are 78 years old. Like these are the people who I want to be better for.”

Finally, many respondents mentioned that they valued their connection with Delta Gamma due to the opportunity to learn, grow, and expand their knowledge of a myriad of topics. In the context of DEI related efforts, some respondents connected learning opportunities with efforts at personal growth and character development with another respondent describing Delta Gamma as a place of “promoting women and giving women growth opportunities, making women, the best they can be…”

Challenges

<u>Lack of Checks and Balances on Leadership</u>

Respondents across all categories mentioned challenges related to leadership accountability in one form or another, almost specifically in terms of DEI/racial justice related issues. While individual responses varied, there was a general concern from respondents about ensuring that leadership followed through on DEI initiatives in the face of what they perceived as rising criticism from alumnae who are resistant to these efforts. To this point, many responses focused on the influence that long-time alumnae and large donors have on the Fraternity and Foundation through their importance and connections to the leadership structure. One respondent voiced their fears this way, “I think that it's those alumnae women who unfortunately a have a lot of influence over some of the collegiate chapters and B are a lot of our donors to make these programs possible.” Another respondent echoed those feelings by discussing their feelings about alumnae that they perceived as resistant “They would prefer that you know status quo. And unfortunately, a lot of them influence our collegiate chapters, but we certainly see the tide is changing their and our collegiate chapters.” Still other respondents worried that Fraternity leadership may preemptively curtail efforts due to internal conflicts or controversies that may arise as a result of pursuing DEI work.

Additionally, many respondents also voiced concerns that staff and collegiate members had little opportunities to implement new policies related to DEI efforts or block or change policies coming from national leadership. Specifically, some respondents expressed concerns that if they raised concerns about the commitment of leadership or the possibility of undue influence from powerful alumnae members, that they could face negative repercussions. One respondent summed this up by saying “You know staff may have ideas, but we can't necessarily push them forward and even if we did have ideas…there's always still that opportunity for that backlash from membership...” Experiences of backlash to racial harassment claims was specifically mentioned by all respondents of color. These respondents described past and present incidences of reprisal or backlash from people in positions of

power at the Fraternity after surfacing incidents of racial harassment or raising concerns about the Fraternity's DEI efforts. One final issue brought up related to leadership was the nomination and election process and the lack of diversity of candidates for these positions. While respondents did not generally expound on this challenge with details about the process, a few respondents discussed the idea that leaders are often identified, trained, and selected from existing networks within the Fraternity that themselves might not be that diverse, and that there may be some hesitancy in searching outside of those networks for leaders. One respondent put it this way, "I don't think any of it was ever intentional, but then once you get in the cycle. It's very difficult to break out of it because again you don't want to be the one that made the bad choice."

Generational Differences

Second only to organizational/leadership challenges was the role that generational differences related to perceptions of DEI work play in challenging the work of increasing diversity at Delta Gamma. Many respondents pointed to the different relationships that members have depending on their generational experiences and how that might affect their view of this work. This phenomenon seemed to be most prevalent around language, terminology, and concepts. One respondent used the varying views of the Black Lives Matter movement as an example:

> "…the younger generation is saying we need to bring up black voices to get them on that same level of every other of the white voice right now…older generation is saying we agree all voices should be equal. Let's treat them all equally…so they're saying the same thing."

Another respondent echoed that sentiment:

> "I mean, you're on it, you're in an academic environment. The it's a different environment than I think a lot of these alumnae women can(not) even conceptualize that the information in the ways that our collegiate women are learning now are so different."

Other respondents worried that language such as 'white privilege' or 'racial oppression' could read as inflammatory to older members in a way that it does not to some younger members.

Lack of Coherency of from Leadership

Another issues brought up by a wide range of members was what they perceived of as a sense of ambivalence or lack of clarity from those in leadership about the direction and intensity of DEI efforts, and how those efforts spoke to Fraternity values. Respondents brought up instances where it seemed that the organization was worried about becoming 'too political' and as a result, may not be able to speak as strongly as it could when confronting incidences of racism within Delta Gamma. One woman questioned the commitment of Delta Gamma members after an incident in their chapter where someone was able to display racially insensitive items in their room, though the incident was later handled amicably and in accordance with later racial justice policies. Additionally, some respondents voiced concerns that everyone was 'not on the same page' in terms of DEI efforts in part because of conflicting messages about the goals and approach of DEI efforts throughout the membership. One respondent claimed:

> "a lot of sisters, saying, I don't know what the process is to hold somebody accountable if they've said something that was harmful to me or we just don't know what the process should be…so it became extremely inflammatory and they felt like delta game was asking sisters to spy on each other, call each other out, which is not in line with [Delta Gamma] values of sisterhood and belonging…"

Much of the concern related to coherency was related to conflicting messages that some members said that they have received from leadership about the role of conflict within the organization and as related to the underlying idea of 'sisterhood' within the Fraternity.

Active Resistance from Members

Some respondents also highlighted active efforts to resist the promotion of DEI at Delta Gamma, primarily through personal protest or negative feedback related to the nature of the initiative. One of the most common features of responses related to this theme is a sense of vagueness or uncertainty about the nature of the resistance. One respondent referred to a 'vast group of people that we can't get are arms around.' Another respondent opined that resisting members may not otherwise be active within Delta Gamma and have become more vocal due to their resistance to DEI efforts in general. Respondents generally pointed to conflicts on social media as the main outlet for this resistance, pointing out that some of those who have been vocal had not been active in their local chapters before the quarantine related to COVID-19. Another respondent pointed to the effect that these members had on the conversation around DEI-related issues throughout the Fraternity's membership as an originating from an incident where a member may have been called out/called in for behavior that might be racially insensitive. The respondent said that 'ripple effect that gets more people involved or more people angry, not necessarily the original thing.'

Lack of Diversity

Respondents also pointed to the Fraternity's general lack of diversity--particularly among black women and in terms of role, in terms of leadership positions—as a challenge for Delta Gamma. This lack of diversity was reported as manifesting within several aspects of Delta Gamma's relationship with DEI efforts. Respondents of color universally reported feeling isolated and misunderstood, particularly when taking positions of leadership within the Fraternity. One respondent related a story of how she was singled out as being 'tall, dark, and unexpected in a lot of ways' when interacting with Delta Gamma members from other chapters. Members also reported being ostracized by the general membership or denied opportunities based on racial animus. The lack of diversity was also seen as a challenge to adequately promoting women of color for pursuing leadership positions within Delta Gamma leadership. One respondent summarized the issue thusly, "It's just. Why do we continue to put women like this in positions of power and what is, what about us is to turn women of color from wanting to apply…" Finally, the lack of diversity was seen as a challenge to diversity efforts in recruiting and retention at the college level. One respondent brought up a continuing difficulty that she heard about related to potential members of color asking about the lack of diversity in leadership and feeling as if they would not be truly represented because of that lack of diversity.

Discussion and Conclusion

This equity assessment model is designed to examine broad categories of an organization's operation's structure and predominant ideas and values through a lens of racial equity in order to gain insights into an organization's relationship with concepts related to racial equity. However, in the process of applying this analysis framework to Delta Gamma, what the research team has found is that individual aspects of various operations and social norms may operate in concert with one another to have a powerful impact on the relationship that Delta Gamma currently has with racial equity, and the type of relationship that it may be able to form in the future.

Overall, the findings from this assessment indicate that Delta Gamma possesses strong evidence for several attributes related to the promotion of racial equity, primarily at the General level of focus. Delta Gamma's strengths are primarily driven by more recent policy changes and resource development, such as the Inclusion Accountability Alumnae Review policy for Honor Board, the formation of the DEI Committee, and the impressive growth of educational resources and programming related to DEI-efforts. However, the analysis indicates that Delta Gamma may also find a foundational strength in a tradition of values that are conceptualized in terms of creating social well-being more generally, a tight connection between the organization's values and its organizational structure, and its strong and varied communications and educational platforms. In particular, the ANCHORA Fraternity magazine and the Leadership and Ethics Series are two resources that seem embody the value statements of high character, social responsibility, and friendship in Article II.

However, the points of challenge in both the Equity Operations Audit and the Cultural Climate Survey may indicate the source of current challenges to promoting racial justice within Delta Gamma and possible future challenges in that endeavor. The three general challenges to promoting greater racial equity are a racialized concentration of organizational power, prioritizing the comfort of the privileged, and homogenous pathways to leadership within the organization. The following paragraphs will discuss each concept briefly.

<u>Concentration of Organizational Power</u>

By far the weakest attributes in the assessment were those related to access to organizational decision-making opportunities for people of color specifically, and staff and non-leadership associates in general. More than just a lack of evidence, the attributes "Those most impacted by inequity are provided a specific pathway for increased involvement in the organization's decision making," and "Organizational staff, and stakeholders not expressly in leadership positions are provided explicit channels to inform and originate the organization's activities" also received the most evidence specifically refuting their existence at Delta Gamma, both in documentation and in terms of personal experiences of respondents. In all, twenty out of a grand total of 89 respondents from interviews and questionnaires made some mention of a challenge related to organizational power—the most of any theme recorded by the audit. As was mentioned earlier, respondents tended to cast this challenge in terms of their difficulty in being able to bring their expertise and experience to help respond to or create DEI policies that could help the organization promote DEI more effectively. Respondents also worried that alumnae members who may not be committed to or may be outright hostile towards DEI efforts at Delta Gamma may have greater influence on leadership decisions due to greater access to financial resources or longevity/familiarity within the organizational structure. These concerns are not unfounded. Research into both organizational culture and community development have pointed out that those who are already in

power within a specific community or organization are more likely to use that power to work against changes generally, and specifically changes that could upset the power imbalance (Arenstein, 1969; Clegg, Courpasson, & Phillips, 2006).

On a structural level, this concentration of power can be traced back to the Fraternity's and Foundation's constitutions and foundational policy documents, many of which specifically imbue the national executive structures (Fraternity Council, Board of Trustees respectively) with a great deal of decision-making power in terms of policy making, execution, and interpretation. This structure is not unexpected as it seems in line with similar governance structures in other Greek organizations. However, this governance structure may cause difficulty for Delta Gamma in its efforts to create a welcoming environment for personal growth, leadership, and self-actualization among women of color due to their difficulty in accessing this governance structure. This feeling may have been indicated in responses of Nonwhite respondents to the Cultural Climate Omnibus Survey, where 72% of those respondents—more than any other individual category—agreed or strongly agreed that attributes related to the concentration of power were present at Delta Gamma. Notably, only 41% of White respondents agreed or strongly agreed that these attributes were present at Delta Gamma. The assessment team also collected individual statements from all categories the survey that specifically referred to the access to power that women of color had at Delta Gamma. Nonwhite respondents were 1.5 times more likely to disagree or strongly disagree with the existence of those opportunities. This also echoed individual statements from members of color regarding being silenced when surfacing incidents of racial harassment or critiquing internal policy related to DEI efforts. These experiences may also indicate challenges of the effectiveness of policies such as the alumnae review process, which may largely be adjudicated with no meaningful input from members of color due to their lack of voice in formal leadership positions.

Pathways to Leadership

The lack of formalized leadership development resources and structures for members of color was mentioned as challenge in the 'Retention and Advancement' section of the Equity Operations Audit. However, when combined with the challenges related to a more unitary governance structure, the homogeneity of leadership pathways becomes more challenging. Delta Gamma documents provide detailed information on the nomination and election processes for both chapter level and national level officers and documents such as the Alumnae and Collegiate chapter officer manuals and election, as well as Convention-centered election materials provide detailed responsibility descriptions for various officers which could bring a great deal of understanding about how and why certain members are sought, nominated, and elected or hired to fill leadership posts. However, the document review was not able to find as much detailed information about how candidates are determined to be appropriate for certain roles, such as a selection rubric. One respondent close to the nomination process describes qualifications for leaders as possessing 'business-related skills,' but no further information was provided. Some respondents also mentioned the existence of informal networks of members through which potential new leaders are identified and developed. Some respondents described those networks as being fairly insular in terms of demographic representation, and that those identifying leaders within those networks may be hesitant to expand their pool of potential leaders to a more diverse pool of potential leaders due to concerns related to developing members with whom they are less familiar. No direct question or document review attribute specifically touched on the issues of leadership development networks, so the assessment cannot provide more detail on this process, however

responses from members of color universally refer to experiences of being locked out of leadership positions and networks. These responses help to illuminate the challenges to leadership among women of color at Delta Gamma.

Prioritization of Comfort

Several respondents pointed to the importance of politeness and avoiding conflict among Delta Gamma membership. Respondents regularly made a connection between ideas of sisterhood, belongingness, and friendliness and the absence of conflict. Often, this was associated with the idea of certain concepts or ideas as 'political.' Political ideas appeared to be correlated with ideas upon which people disagreed according to the responses. Some respondents either associated DEI efforts with ideas classed as 'political' or recounted other members as doing so. Given that 'political' ideas were seen as inherently divisive, the label seems to provide those who would rather Delta Gamma not pursue DEI efforts with a rationale that it runs counter to established Delta Gamma values. Additionally, existing policy language related to the ANCHORA and public messaging expressly prohibits these outlets to publish material that promotes' political, sociological, or ideological ideas,' of which DEI efforts have been classed by some of the membership. While a number of racial justice-related materials are available through educational programming, affinity groups, related committees, and even a dedicated webpage, no evidence was found that specifically addresses these ideas about conflict and Delta Gamma values, and very few items include information about how discussions about DEI issues are play a role in those values. This may help to illuminate some of the incoherency about DEI efforts espoused in some of the interview and questionnaire responses, as well as some of the internal conflict about whether Delta Gamma should be pursuing DEI efforts at all.

These factors may also be present in Cultural Climate Omnibus Survey results related to the category Right to Comfort. Right to Comfort is a categorical term used by researchers on the subject of white-centered business culture to describe actions, policies, and prerogatives that prioritize the feelings of privileged individuals over highlighting racial inequities and working to address them. Right to Comfort is often used to describe scenarios where an associate has used racially inappropriate language and instead of having to face uncomfortable consequences for their behavior, are instead allowed to avoid those consequences by either fellow associates or members of leadership. Tema Okun describes Right to Comfort as "The belief that those with power have a right to emotional and psychological comfort" and usually involves scapegoating or blaming those who surface racially harmful behavior rather than those who are responsible for that behavior (Center for Community Organizations, 2019).

In the survey, items in the Right to Comfort category were an area of relative agreement between White and Nonwhite participants, though differences persisted. Both groups of participants registered relative acknowledgement of the existence of attributes related to Right to Comfort, but Nonwhite participants agreed or strongly agreed to a much greater degree (46% to 28% respectively). This category included questions about whether politeness was used as a way of silencing people of color who spoke up about racial maltreatment, and the equation of racial maltreatment of people with structurally marginalized identities to maltreatment of whites. These results are supported by statements affirming this behavior by interviewee and questionnaire responses, particularly those of color.

Right to Comfort takes on new dimensions when combined with an existing concentration of organizational power among those with privileged identities. Organizations that have been described as struggling to promote racial inclusion internally are often characterized by the use of formal and

informal power to preserve the comfort of privileged individuals at the expense of the mental and emotional health of associates of color. Those in leadership within an organization also hold a great deal of power in determining organizational norms for behavior and socialization through their formal mechanisms of adjudication and informal power due to their role in the organization. In this way, the standards for what is and isn't appropriate behavior related to racial equity, and the severity of those actions is largely determined by the norms and attitudes of leaders, specifically if formal norms and processes for adjudication outside of the leadership are absent. If leaders—even well-meaning ones—hold identities of privilege, they may not be able to accurate judge the harmful outcomes of racial incidents perpetrated by associates with similar identities, norms, and attitudes. Furthermore, they may lack the appropriate experiences to identify with the harm done to those whose identities and experiences may be different. In this way, the determination of appropriate behavior regarding an incident of racial harassment may be switched if neither the perpetrator nor leadership have the experience to fully understand the harm of the incident. To the person in leadership, the perpetrator may have made an understandable mistake and the victim's reaction to that mistake may seem like an inappropriate incursion on the comfort of the perpetrator. Add to this the prioritization of avoiding conflict at Delta Gamma and it indicates a cultural atmosphere of avoiding difficult consequences of racial harassment and exclusion that is backed by a centralized, homogenous power structure. As one respondent of color deftly put it when discussing her feelings about being silenced about her experiences:

> "[Delta Gamma] is like the sun, it's bright and beautiful, but get close and you get burned and if you stay close it burns away all that you are."

This is not to say that these factors were put into place with the purpose of harming others. In fact, another member described the challenges that Delta Gamma faces from a governance standpoint by saying "I don't think any of it was ever intentional, but then once you get in the cycle. It's very difficult to break out of it…" Indeed, many communities that struggle with issues of racial inequities do so because of a confluence of various laws, policies, norms, economic arrangements, and extraneous factors that have their origin in efforts ranging from deliberate efforts of discrimination to those that were conceived to remedy that same discrimination (Powell, 2013).

The factors that play a part in the challenges described, concentration of power, homogenous leadership pathways, and right to comfort developed in wildly different ways and because of different circumstances; the governance structure itself is synonymous with many Greek organizations, and norms related to privileging the comfort of privileged people and using social networks for leadership development are common throughout many organizations. However, in this instance, the assessment indicates that they have come together to create significant barriers to Delta Gamma's efforts at promoting racial justice internally and externally.

Recommendations

Changes to organizational policies, procedures, and norms often take time and concerted effort to manifest. In *Reframing Organizations*, Bolman and Deal state that organizational change can involve loss of focus, identity, and stability, often requiring framed and sustained action (Bolman & Deal, 1997). It is with that spirit that the assessment team presents a list of recommendations aimed at helping Delta Gamma better promote racial justice within and outside of the organizations. These recommendations are aimed at specific areas of operations such as governance and communications but are also generally aimed at addressing the internal cultural challenges related to difficulties communicating about conflict and creating space for appreciating diversity.

The following recommendations will be generally separated into three categories. The first category of recommendations are *Impact* recommendations. These recommendations are designed to address many of the challenges prominently discussed throughout the assessment report. The assessment team believes that these challenges act as a barrier to Delta Gamma acting in a manner consistent with its current policies, goals, and vision related to DEI efforts. These include recommendations about governance, educational opportunities, and diverse recruitment and retention. The assessment team would recommend that these recommendations be acted upon first, not only because they may have the greatest impact on Delta Gamma's efforts in the short-term, but also because they can provide a foundation for more expansive work in the future. The second section of recommendations are *Functional* recommendations. *Functional* recommendations are recommendations related to topics that were less prominently discussed in the report but could provide short-term value if enacted upon either in concert or just after Impact recommendations. These recommendations are largely concerned with communications and budgeting/investment priorities.

Finally, *Aspirational* recommendations are primarily aimed at equity operations audit attributes from the Growth or Leading level that Delta Gamma may pursue after implementing other recommendations. These recommendations are specifically aimed at aiding Delta Gamma in playing a larger role in supporting racial equity initiatives in the wider community, as The Kirwan Institute understands racially equitable organizations as being defined by their impact on racial equity beyond the organization as well as within it.

Impact Recommendations

To move forward with its DEI-related goals, the assessment team determines that the organization must bring clarity to its commitment to these goals through more rigorous and pointed inclusion of measures, expectations, and organizational requirements related to promoting DEI in all facets of the organization. Delta Gamma must also develop norms and processes related to inviting and managing conflict both from an organizational standpoint and an emotional standpoint. The organization should also work to provide clear access to decision-making to people of color and others with different experiences with racial identity, either through specific mechanisms that may give those outside of leadership the ability to provide a check on leadership's DEI efforts, or by creating specific and supported pathways to include those voices in meaningful ways within the existing structure. In order to ensure that new leaders of color continue to become available, Delta Gamma should also work to widen its recruitment tools in order to reach a greater diversity of potential new members while also ensuring that those new members find Delta Gamma to be a place of meaning and belonging throughout their lives.

Governance

- ✓ Embed measurable and required DEI competencies into leadership nomination and function criteria
- ✓ Increase fraternity leadership's capacity related to skills for leading through conflict and understanding of DEI concepts
- ✓ Strengthen DEI-related responsibilities for chapter and regional-level leaders
- ✓ Develop DEI-related standards for new policies and policy proposals
- ✓ Pursue and audit of nomination and election practices to understand deviations from policy and explore new policies
- ✓ Develop processes that allow members to adopt policies outside of the standard process under specific criteria
- ✓ Develop processes that allow for members to challenge policies or procedures in accordance with specific DEI-related criteria
- ✓ Add specific goals, outcomes, and expectations to existing DEI –related policies and procedures
- ✓ Increase enforcement mechanisms within existing policies related to DEI

Special Governance Recommendation

Racial Equity Oversight Entity: Possible Composition, Mission, and Powers

In conjunction with our other recommendations concerning organizational structure, empowerment of dissenting voices of color, and other issues related to cultural climate, we propose that a special racial equity oversight entity be formed in order to ensure that Delta Gamma's DEI efforts are fulfilled in the midst of the implementation of further recommendations related to governance structure and priorities.

First, we recommend that this entity be constituted to include Fraternity members who have historically reported going unheard regarding issues of racial injustice. Specifically, we recommend that the Board at minimum include:

- 20% member of the DG's of Color Affinity Group (right of refusal)
- 20% member of the DG Rainbows (right of refusal)
- 20% members of the DEI Committee
- 10% members of EO staff
- 10% members representing collegiate membership
- 10% members representing alumni membership

Furthermore, we recommend that this entity prohibit membership from sisters in the current executive leadership of either the Fraternity or the Foundation as to aid in autonomy and transparency. All members should demonstrate experience and competency in issues related to diversity, equity, and inclusion based on a set of concrete, relevant, and means-tested method of assessment and evaluation.

We also recommend that this entity be empowered to make executive decisions in regard to a) potential penalties for racially inappropriate actions for alumni members meeting specific characteristics and b) the selection of Fraternity Council, Fraternity Directors, and Executive Staff Members based on criteria related to competencies related to promoting DEI objectives.

According to Delta Gamma's procedural document, "Inclusion & Accountability: Addressing Racism during the Alumnae Membership Review Process," reported incidents of racially inappropriate behavior are to be reported to the appropriate regional team, moving up to the Director-Level Review Team, and to the Fraternity Council if expulsion is recommended. This process is similar to existing and sound processes for adjudicating similar infractions of behavioral expectations.

However, given the challenges that the assessment has found in terms of the use of power to protect certain members who have committed racially troubling acts, **we feel that this entity should be empowered to make ultimate executive decisions in cases where the Director-Level Review Team has made a recommendation for 'Warning' or 'Expulsion,' to the Fraternity Council for alumni members meeting specific criteria**. That criteria includes:

- 25+ years of membership
- Previous service on the Fraternity Council, Foundation BoT, Governance Committee, or Fraternity Directorships
- Members classed as 'large donors'
- Personal relationship with Fraternity Council member

This authority could be granted either through the development and use of a veto power on Fraternity Council decisions or by being placed as the entity that the Honor Board reports to in these cases. Additionally, we recommend that this entity be empowered to recommend action to the Director-Level Review Team when such cases are recommended from the Regional Director.

Finally, we recommend that this entity be granted a certain amount of advisory and decision-making power over the selection of members of the Fraternity Council, Fraternity Directors, and members of Fraternity Executive Staff. In conjunction with our recommendation to require potential candidates for these positions to demonstrate competency and experience related to promoting DEI efforts, as well as increasing education opportunities for potential leadership candidates, we recommend that the entity be given authority to review candidate applications for these positions, recommend rejection or acceptance of candidates, and veto members that do not meet those qualifications if necessary.

These powers would be limited to a strict set of DEI related conditions and would not apply to other infractions or aspects of the candidate nomination and/or selection process. In addition, these powers granted to this entity should be set to expire and be re-examined after 4-6 years, providing time for Delta Gamma to adopt specific, measurable, and actionable standards for DEI competency and experience for future leadership candidates.

Programming and Dialogue

- Increase education related to skills and capacities related to initiating and handling conflict emotionally and interpersonally
- Explore therapeutic and conversational/emotional learning-based methods of programming
- Explore programs related to behavioral change activities (roleplay, games, cooperative activities) in programming related to attitudinal change
- Increase the availability detailed facilitation guides and resources related to having difficult conversations generally and around issues of DEI and beyond
- Provide support for increased cross-cultural learning and experiential events to collegians and alumnae
- Explore programming aimed at self-reflection and normalizing lifelong learning
- Create opportunities that allow members to openly explore power dynamics related to race, social position, class, gender, and further topics for use at Delta Gamma and beyond.
- Create programs to explore Delta Gamma history from a critical lens in order to uncover hidden struggles and lessons related to racial equity

Membership Recruitment

- Weave DEI considerations more fully into recruitment readiness efforts and new membership voting model criteria
- Encourage chapter participation in events related to diversity, anti-racism, and racial justice
- Explore and design more inclusive recruitment event techniques, activities, and facilitation styles
- Provide long-term, reliable funding stream aimed at identifying and recruiting new members of color
- Target advertisement and promotion towards communities with a high representation of high achieving women of color
- Create an analysis rubric to uncover recruiting gaps, preferences, and biases related to race/ethnicity/identity
- Create connections to scholastic and philanthropic organizations with similar interests/values that center POC voices and concerns of communities of color.
- Reconsider the role and value of ‘word of mouth’ recruiting from existing networks in Delta Gamma’s recruiting methodology, and its effect on diversity

Membership Retention and Advancement

- Develop workplace policies that create opportunities for supervisors to regularly dialogue with staff and volunteers of color on their experiences
- Training for human resource and supervisory staff on mediation techniques that address issues related to interpersonal dynamics that impact racial and gender equity
- Increase the number of women of color serving in visible positions of representation and decision-making within the fraternity during high-profile events
- Widen the understanding of skills, abilities, and contributions (i.e., leadership) outside of business and middle-class white norms through greater research into racially just best practices for organizations
- Create a detailed process for supporting members and staff of color suffering with the effects of racialized harassment at the fraternity
- Humbly invite WOC affinity groups the opportunity to listening sessions with Council members aimed at understanding WOC experiences and Council learning
- Create clear performance benchmarks for leadership related to promotion and other areas of career advancement to employees of color

Functional Recommendations

This section of recommendations is aimed at providing direction for supporting Impact recommendations. Functional recommendations are largely aimed at helping to ensure that Delta Gamma's operations continue along the line that will be set by Impact recommendations. These recommendations are presented in a more general way with the idea that successful implementation of Impact recommendations will provide Delta Gamma with a greater number of diverse leaders who will have the experience and context to bring greater specificity to them when the time comes for implementation.

- Create specific guidelines and characteristics for racially insensitive language for use in internal communications policy and procedural documents (i.e., Social Media Policy)
- Develop a detailed plan for supporting racial equity and justice efforts through existing Foundational giving on behalf of sight-based disabilities
- Extend and open invitation to members of marginalized identity affinity groups within Delta Gamma to advise on communication styles, language, and potential channels of distribution if they desire to do so
- Support and pursue dedicated research into anti-racist communications strategies, protocols, and resources through vetted anti-racism resources

- Identify appropriate vendors and contractors of color in surrounding communities and develop marketing, vetting, and contractual processes for engaging them systematically on an equitable basis

- Provide resources for identifying, recruiting, and developing leaders of color regarding Fraternity and Foundation investments and budgeting priorities

- Create a set of expectations for human resources related to ensuring racially equitable staff recruitment--from job postings and applications to interview techniques that are derived from racially just best practices

- Support and pursue dedicated research related to best practices for organizational transparency regarding developing positions on race-related issues (case studies, trade organizations, partnering with other organizations, etc.)

- Revisit benefits for both full-time and part-time employees and expand benefits related to childcare, transportation access, health insurance, and hardship where applicable.

- Pursue long-term partnerships with vetted, experienced DEI knowledge and facilitation experts in order to ensure the long-term success and growth of DEI measures

- Create an entity within Delta Gamma specifically charged with the recruitment, retention, and advancement of women of color within the Fraternity

- Ensure that employment services employed to recruit and manage workers follow best practice expectations for racial equity according to a set of detailed expectations created by Delta Gamma.

Aspirational Recommendations

Aspirational recommendations represent long-term, very generalized directions for future recommendations to follow. These recommendations could provide a bridge between Delta Gamma's current relationship in support of racial equity generally to playing a more active role in bringing about racial equity through dedicated action, resource direction, and partnership for racially equitable policy. It may be best to think about this section of recommendations of a possible vision of what Delta Gamma could be doing as an organization whose identity is closely aligned with being a national and international leader in promoting racial equity.

- Develop a process for an organizational-wide re-evaluation of Delta Gamma's core values and their relationship to promoting racial equity outside of the Fraternity. It is recommended that this process include several different individual, facilitated activities such as opportunities for dialogue, education, and deliberation, and be weaved into existing Delta Gamma activities

- Develop platforms for social and political action and partnership on behalf of racially equitable policies and initiatives both for the Fraternity as a whole and for specific groups of Delta Gamma members

- Develop co-learning and action relationships with advocacy and research organizations with experience in racial justice platforms and action

- Dedicate specific communication resources and/or platforms to highlighting and dismantling white supremacy within Greek organization culture more broadly

- Provide and support a platform for members of color to regularly share their experiences and aspirations for racial justice within Delta Gamma and in the wider community

Conclusion

The preceding assessment report details several strengths and opportunities for growth in respect to Delta Gamma's evolving relationship with racial justice. However, Delta Gamma is not alone in this journey. Across the US and the world, organizations are increasingly grappling with the effects of their policies and practices on people of color. For many, these aspects of their organizations were most likely seen as 'neutral,' and in many cases were not conceived of as a method of causing harm or cementing racial injustice, though some organizations are uncovering practices and decisions based in racial animus that have previously been lost to the past and forgotten.

Greek organizations in particular are increasingly grappling with their past and present relationship with race in order to build a more equitable, inclusive, and just future for their members and their communities. This is a prudent decision. As discussed earlier, college campuses are becoming increasingly diverse. Each year brings a more diverse group of women who are more likely to desire new types of support and opportunities from social organizations that they wish to join. Moreover, the increasing focus on topics ranging from implicit bias and microaggressions to racial justice and inclusivity means that more women will likely be arriving at college with a greater expectation for open, knowledgeable, and meaningful dialogue about race, as well as more deliberate action to address racial inequities within and outside of the organization.

Indeed, there is ample evidence that those expectations already exist. Throughout our conversations with many Delta Gamma members during the assessment, many expressed excitement about the increasing focus on diversity, equity, and inclusion efforts, with some feeling that those efforts could and should be redoubled. Additionally, we heard stories from many Delta Gamma members of color—from collegiate members in majority-minority chapters to longtime alumnae-- who have been steadily highlighting challenges and opportunities related to racial justice within the organization, sometimes to deaf ears and denial.

It is for these present and future members that Delta Gamma should strive to continue to grow its efforts to address racial inequities and become a more empowering and inclusive place for women of color. Delta Gamma members pride the organization on its place of leadership in the panhellenic world as well as its forward-looking outlook that prepares women to be impactful leaders for the current and

future world. Providing such an environment in a racially inequitable world requires an organization to have the ability to look within to align their action with their values and character, as well as the sense of responsibility to confront norms and traditions that can acts barriers to that alignment. For these reasons, the assessment team believes that though Delta Gamma has the potential to provide an empowering and welcoming environment for women of color now and into the future.

To that end, The Kirwan Institute has also created an evaluation process rubric document that Delta Gamma can use for further evaluation as they continue to expand their DEI efforts. The document standardizes the assessment process used to create this report while providing guidance on how to conduct interviews, create questionnaires, complete document reviews, and administer surveys. The document also encourages Delta Gamma to add to or change the process by using different types of assessment instruments from knowledgeable and dedicated racial justice sources. The document concludes with suggestions for exploring further racial equity assessments. In this way, we hope to promote racial equity assessment as a 'living practice' at Delta Gamma, one that continually provides new information to inform further open dialogue and direct action aimed at promoting racial justice.

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Appendix A: Document Review Categories, Focus Levels, and Attributes

Document review is an analysis technique that tends to be used to understand programs, policies, and organizations. The process involves the systemic reading, summarizing, and analysis of data from specific documents, often guided by a focus question or rubric (Centers for Disease Control, 2018). The document review process used in this assessment was created specifically to highlight policies and practices related to the promotion of racial equity within Delta Gamma. This was accomplished by way of a rubric containing 111 individual attributes relating to the nine categories for study. Each attribute was based on either academic literature, previous assessment practices, or industry best-practices related to the promotion of racial equity. Additionally, the attributes in each category have been grouped into three Focus Levels. Focus levels are designed to generally describe the varying levels of intensity of racial justice promotion for each attribute. Depending on the category focus levels may describe different types of conditions and circumstances.

In the document review, the reviewer seeks out relevant documents for each category and seeks out attributes that correspond to each attribute. Depending on the type of evidence found, the document is then scored within the category. All categories are reviewed by members of the assessment team using their combined knowledge and experience in racial equity work and based on the corresponding research for each attribute. Below is a table containing all 111 attributes, their categories, focus levels, and their evidentiary backing:

Categories	Focus Levels	Attributes	Primary Reference
Governance	Leading	Those most impacted by racial inequities are provided a specific pathway for increased involvement in the organization's decision making.	Western States Center (2001) "Assessing Racial Equity"
		Policy provides processes for initiating changes to how the institution operates in order to lessen racial disparities and eliminate discrimination.	Annie E. Casey Foundation (2009). Advancing the Mission: Tools for Diversity, Equity, and Inclusion
	Growth	The organization's leadership has a plan that specifically takes responsibility to ensure the organization's systems and infrastructure best serves its long-term social justice goals.	Western States Center (2001) "Assessing Racial Equity"
		Organizational staff, and stakeholders not expressly in leadership positions are provided explicit channels to inform and originate the organization's activities.	Bowen, S. (2008). Beyond self-assessment--assessing organizational cultural responsiveness. Journal of Cultural Diversity, 15(1).

		The way that the organization enforces its policies is consistent with its commitment to practicing its mission, vision and values in a manner that promotes racial justice in respect to relevant fields	Western States Center (2001) "Assessing Racial Equity"
	General	There is an appropriate degree of management and staff capacity to achieve the organization's social justice goals.	Bowen, S. (2008). Beyond self-assessment--assessing organizational cultural responsiveness. Journal of Cultural Diversity, 15(1).
		The organization is clear and deliberate about who it needs to involve at different levels of leadership and engagement in order to increase the scope and scale of the racial equity its racial equity goals.	"Coalitions of Communities of Color (2014). Tool for Organizational Self-Assessment Related to Racial Equity"
Values	Leading	The organization's values are present in policies and procedures in a way that overtly supports and seeks racial equity/anti-racism externally.	National Gender & Equity Campaign (2009). "Building Organizational Capacity for Social Justice: Frameworks, Approach & Tools"
	Growth	The organization's values are present in policies and procedures in such a way that supports and seeks racial equity/anti-racism internally	National Gender & Equity Campaign (2009). "Building Organizational Capacity for Social Justice: Frameworks, Approach & Tools"
	General	The organization has a theory of social change documented in within organizational policy or procedural documents(a document that shares the organization's identity by explaining how it understands, plans and acts to build a better world)	National Gender & Equity Campaign (2009). "Building Organizational Capacity for Social Justice: Frameworks, Approach & Tools"
Communications	Leading	Staff and leadership of color have a meaningful role in the direction of communication strategy and procedure	Crossroads Minsitry (2003). "Continuum on Becoming an Safehouse Alliance (2005) Building a Multi-Ethnic, Inclusive & Antiracist Organization Tools for Liberation Packet for Anti-Racist Activists, Allies, & Critical Thinkers Multicultural Organization"

		Resources are dedicated to communication related to racial justice or dismantling white supremacy	Western States Center (2001) "Assessing Racial Equity"
		Actively engages stakeholders (employees, members, partners) on issues related to racial equity, white supremacy, and/or anti-racism	Western States Center (2001) "Assessing Racial Equity"
	Growth	Communication actively makes connections between individual challenges and problems to larger systemic issues	Crossroads Minsitry (2003). "Continuum on Becoming an Safehouse Alliance (2005) Building a Multi-Ethnic, Inclusive & Antiracist Organization Tools for Liberation Packet for Anti-Racist Activists, Allies, & Critical Thinkers Multicultural Organization"
		Communication makes use of a wide array of communication styles, artistic techniques, and expression characteristics from diverse communities	Holley K. (2016). The Principles for Equitable and Inclusive Civic Engagement. The Kirwan Institute.
		Practices transparency in regards to the organization's evolving relationship with racial equity by admitting misteps in communication and plans to make amends	Crossroads Minsitry (2003). "Continuum on Becoming an Safehouse Alliance (2005) Building a Multi-Ethnic, Inclusive & Antiracist Organization Tools for Liberation Packet for Anti-Racist Activists, Allies, & Critical Thinkers Multicultural Organization"
	General	Actively denounces content or communications that are hostile towards people of color, or work to forward anti-racism, racial equity, or dismantling white supremacy	Crossroads Minsitry (2003). "Continuum on Becoming an Safehouse Alliance (2005) Building a Multi-Ethnic, Inclusive & Antiracist Organization Tools for Liberation Packet for Anti-Racist Activists, Allies, & Critical Thinkers Multicultural Organization"
		Makes use of a variety of media formats, particularly those that	Holley K. (2016). The Principles for Equitable and

		cater to traditionally marginalized populations	Inclusive Civic Engagement. The Kirwan Institute.
		Produces materials that makes use of language that actively avoids white-centered business/academic speech when speaking to general audiences	Crossroads Minsitry (2003). "Continuum on Becoming an Safehouse Alliance (2005) Building a Multi-Ethnic, Inclusive & Antiracist Organization Tools for Liberation Packet for Anti-Racist Activists, Allies, & Critical Thinkers Multicultural Organization"
Programming & Learning	Leading	The organization intentionally connects its current programs and strategies to broader systemic issues related to racial equity/anti-racism.	Crossroads Minsitry (2003). "Continuum on Becoming an Safehouse Alliance (2005) Building a Multi-Ethnic, Inclusive & Antiracist Organization Tools for Liberation Packet for Anti-Racist Activists, Allies, & Critical Thinkers Multicultural Organization"
		program fosters greater participation in external engagement aimed at promoting leadership in racial equity efforts.	Western States Center (2001) "Assessing Racial Equity"
	Growth	The organization's activities include activities that support engagement with uncomfortable topics, including those related to racial inequities written into policy regarding employee/supervisor relationships.	Potapchuk, Maggie (2020) Operationalizing Racial Justicein Non-Profit Organizations. MP Associates, M. (2014). "Concentric Circles: Unpacking Privilege and Power"
		Program increases opportunity and/or access for those who historically have been excluded due to racial inequities.	Western States Center (2001) "Assessing Racial Equity"
		Educates and encourages sharing about race and racism, including the connections between personal feelings and experiences and race-related systemic issues in society.	Annie E. Casey Foundation (2009). Advancing the Mission: Tools for Diversity, Equity, and Inclusion

	General	Program provides learning space for employees/stakeholders/ management that relates to learning about white supremacy and anti-racism.	Western States Center (2001) "Assessing Racial Equity"
		Policies contains language that identifies when dominant cultural aspects of programming impacts the ability of employees to effectively participate, contribute, or be accepted in the workplace.	Potapchuk, Maggie (2020) Operationalizing Racial Justicein Non-Profit Organizations. MP Associates, M. (2014). "Concentric Circles: Unpacking Privilege and Power"
		The organization regularly seeks resources and knowledge through collaborations, coalitions, networks and partnerships from those directly involved in working for racial equity/anti-racism.	"Coalitions of Communities of Color (2014). Tool for Organizational Self-Assessment Related to Racial Equity"
Partnerships and External Impact	Leading	The organization practices leadership in its field by regularly recognizing and responding to key political moments or opportunities related to racial justice.	"Coalitions of Communities of Color (2014). Tool for Organizational Self-Assessment Related to Racial Equity"
	Growth	The organization shows the ability to directly influence relevant public policy or public opinion in relationship to confronting racial inequities	"Coalitions of Communities of Color (2014). Tool for Organizational Self-Assessment Related to Racial Equity"
	General	The organization enlists culturally competent community members, leaders, consultants and other partners to further its work without outside prompting.	Crossroads Minsitry (2003). "Continuum on Becoming an Safehouse Alliance (2005) Building a Multi-Ethnic, Inclusive & Antiracist Organization Tools for Liberation Packet for Anti-Racist Activists, Allies, & Critical Thinkers Multicultural Organization"
Budgeting Procedures and Priorities	Leading	Specific policies that provide for employee/member oversight/input of budgeting processes	Annie E. Casey Foundation (2009). Advancing the Mission: Tools for Diversity, Equity, and Inclusion
		Specifically provides investment to address and repair past injustices that the organization may have	Nelson J. (2008). "Race and Social Justice Budget and Policy Filter Supplemental Toolkit" City of Seattle

		committed in relation to white supremacy.	
	Growth	Budgeting process prioritizes investments in community-building/capacitiy-building in partnership with communities of color	Nelson J. (2008). "Race and Social Justice Budget and Policy Filter Supplemental Toolkit" City of Seattle
		Internal budgeting priorities include specific priorities bridging the gap between employees/members of color and other members	Annie E. Casey Foundation (2009). Advancing the Mission: Tools for Diversity, Equity, and Inclusion
		Does this budget policy or priority intend to address the racial inequities outside of the organization?	Western States Center (2001) "Assessing Racial Equity"
	General	Budgeting process provides special incentives or directives for locating vendors/contractors of color	Western States Center (2001) "Assessing Racial Equity"
		Does this policy contribute to greater diversity among foundation grantees	Western States Center (2001) "Assessing Racial Equity"
Recruitment (Membership and Staff)		Use of community newspapers, news websites run by communities or operators of color	Capatosto, Thompson, Blackwell (2019) "A Capatosto, Thompson, Blackwell (2019) "A Workforce for the Modern Woman: Strategic Planning for a Fair and Equitable Future" The Kirwan Institute for the Study of Race and Ethnicity for the Modern Woman: Strategic Planning for a Fair and Equitable Future" The Kirwan Institute for the Study of Race and Ethnicity
		The existence of recruitment networks within multicultural centers or cultural studies departments at local colleges and universities. Ideally a relationship would exist prior to sending; one way is to offer to discuss jobs in government and sustainability with students.	Safehouse Alliance (2005) Building a Multi-Ethnic, Inclusive & Antiracist Organization Tools for Liberation Packet for Anti-Racist Activists, Allies, & Critical Thinkers

		Recruiting connections to Historically Black College and Universities (HBCUs), community colleges and schools with many students of color, either graduate or undergrad, alumni associations or current job boards.	Safehouse Alliance (2005) Building a Multi-Ethnic, Inclusive & Antiracist Organization Tools for Liberation Packet for Anti-Racist Activists, Allies, & Critical Thinkers
		Appearance on job boards, websites, social media accounts and in-person job or community events hosted by organizations that serve communities of color	Jose Chiappetta Jabbour, C., Serotini Gordono, F., Henrique Caldeira de Oliveira, J., Carlos Martinez, J., & Aparecida Gomes Battistelle, R. (2011). Diversity management:
		Connections to professional associations, or affinity groups within professional associations that center professionals of color, networks of professionals of color or member organizations hosted by college campuses.	Safehouse Alliance (2005) Building a Multi-Ethnic, Inclusive & Antiracist Organization Tools for Liberation Packet for Anti-Racist Activists, Allies, & Critical Thinkers
		Prepare for interviews by having resume reviewers and interview panels dialogue about goals for the position and how that ties to the equity work and goals of the organization.	Williams-Rajee, J. (2018). "Equity, Diversity and Inclusion in Recruitment, Hiring and Retention" Urban Sustainability Development Network/KAPWA Consulting
		Have diverse panel of interviewers and resume reviewers and have a balanced representation of people of color and women at each interview stage. Seek out hiring panel participants from the communities that you position is performing.	Williams-Rajee, J. (2018). "Equity, Diversity and Inclusion in Recruitment, Hiring and Retention" Urban Sustainability Development Network/KAPWA Consulting
		All hiring panel members have or regularly do participate in bias training.	Emarita, Betty (2006). "Becoming A Catalyst For Social Justice A Tool For Aligning Internal Operations To Produce Progress Moving Philanthropy Closer to Racial Equality and Social Justice" Effective Communities, LLC

		Analyze where jobs have traditionally been advertised in the past and their relationship to who has traditionally applied for similar roles.	Emarita, Betty (2006). "Becoming A Catalyst For Social Justice A Tool For Aligning Internal Operations To Produce Progress Moving Philanthropy Closer to Racial Equality and Social Justice" Effective Communities, LLC
		Get feedback from applicants by including questions about where applicants first learned of the job posting.	Capatosto, Thompson, Blackwell (2019) "A Capatosto, Thompson, Blackwell (2019) "A Workforce for the Modern Woman: Strategic Planning for a Fair and Equitable Future" The Kirwan Institute for the Study of Race and Ethnicity for the Modern Woman: Strategic Planning for a Fair and Equitable Future" The Kirwan Institute for the Study of Race and Ethnicity
		Examine where gaps may exist that limit outreach to women, especially women of color.	Annie E. Casey Foundation (2009). Advancing the Mission: Tools for Diversity, Equity, and Inclusion
		Avoid recruitment practices that rely primarily on word of mouth or professional relationships, since this limits opportunities to reach other qualified candidates.	Capatosto, Thompson, Blackwell (2019) "A Capatosto, Thompson, Blackwell (2019) "A Workforce for the Modern Woman: Strategic Planning for a Fair and Equitable Future" The Kirwan Institute for the Study of Race and Ethnicity for the Modern Woman: Strategic Planning for a Fair and Equitable Future" The Kirwan Institute for the Study of Race and Ethnicity

		Partner with organizations that have diversity and equity embodied within their mission to assist with outreach for new positions and to build employment pipelines.	Crossroads Minsitry (2003). "Continuum on Becoming an Safehouse Alliance (2005) Building a Multi-Ethnic, Inclusive & Antiracist Organization Tools for Liberation Packet for Anti-Racist Activists, Allies, & Critical Thinkers Multicultural Organization"
		Include multiple raters in the application review process.	Capatosto, Thompson, Blackwell (2019) "A Workforce for the Modern Woman: Strategic Planning for a Fair and Equitable Future" The Kirwan Institute for the Study of Race and Ethnicity
		Build in numeric ratings of desired skills to reduce the subjectivity of a “good fit.”	Capatosto, Thompson, Blackwell (2019) "A Workforce for the Modern Woman: Strategic Planning for a Fair and Equitable Future" The Kirwan Institute for the Study of Race and Ethnicity
		Ensure that hiring committees are racially diverse and include female representation.	Annie E. Casey Foundation (2009). Advancing the Mission: Tools for Diversity, Equity, and Inclusion
		Include an element of blind review within the resume review process.	Capatosto, Thompson, Blackwell (2019) "A Workforce for the Modern Woman: Strategic Planning for a Fair and Equitable Future" The Kirwan Institute for the Study of Race and Ethnicity
		Add a quantitative element to help reviewers operationalize and compare anecdotal evidence of skills more easily across applicants.	Williams-Rajee, J. (2018). "Equity, Diversity and Inclusion in Recruitment, Hiring and Retention" Urban Sustainability Development Network/KAPWA Consulting
		Hiring processes that explicitly integrate racial equity throughout the process	Annie E. Casey Foundation (2009). Advancing the Mission:

			Tools for Diversity, Equity, and Inclusion
		Minimum qualifications include experiences that can be learned on the job?	Williams-Rajee, J. (2018). "Equity, Diversity and Inclusion in Recruitment, Hiring and Retention" Urban Sustainability Development Network/KAPWA Consulting
		Employment opportunties require or show prefernce to candidates who have the ability to speak a second language	Williams-Rajee, J. (2018). "Equity, Diversity and Inclusion in Recruitment, Hiring and Retention" Urban Sustainability Development Network/KAPWA Consulting
		Employment opportunties require or show prefernce to candidates who have the ability to flex communication style to multiple cultural environments	Williams-Rajee, J. (2018). "Equity, Diversity and Inclusion in Recruitment, Hiring and Retention" Urban Sustainability Development Network/KAPWA Consulting
		Employment opportunities require candidates to have a demonstrated ability to present to diverse audiences, specifically racially, ethnically, and socioeconomically diverse communities.	Brown F. et. al. (2020). "Advancing Frontline Employees of Color: Innovating for Competitive Advantage in America's Frontline Workforce" Policylink
		Human resources policeis show an understanding of the concepts of institutional and structural racism and bias and their impact on underserved and underrepresented communities.	Potapchuk, Maggie (2020) Operationalizing Racial Justicein Non-Profit Organizations. MP Associates, M. (2014). "Concentric Circles: Unpacking Privilege and Power"
		Highly technical or specialized positions should consider how the position could be structured to support equity goals:	Williams-Rajee, J. (2018). "Equity, Diversity and Inclusion in Recruitment, Hiring and Retention" Urban Sustainability Development Network/KAPWA Consulting

		Leadership candidacy rubrics include experience considering the impacts of the work on multiple communities, including communities of color, in technical analysis.	Williams-Rajee, J. (2018). "Equity, Diversity and Inclusion in Recruitment, Hiring and Retention" Urban Sustainability Development Network/KAPWA Consulting
		Employment opportunties require or show prefernce to candidates who have the experience working on a diverse team	Brown F. et. al. (2020). "Advancing Frontline Employees of Color: Innovating for Competitive Advantage in America's Frontline Workforce" Policylink
		Are educational requirements being used as a proxy for specific skills that could be attained through some other means?	Brown F. et. al. (2020). "Advancing Frontline Employees of Color: Innovating for Competitive Advantage in America's Frontline Workforce" Policylink
		Does the language incorporate communication and management styles that are culturally and gender inclusive?	Brown F. et. al. (2020). "Advancing Frontline Employees of Color: Innovating for Competitive Advantage in America's Frontline Workforce" Policylink
		Hold staff accountable for writing and reviewing job postings with the goal of reducing gender and racial biases as part of your organization's standard protocol.	Capatosto, Thompson, Blackwell (2019) "A Capatosto, Thompson, Blackwell (2019) "A Workforce for the Modern Woman: Strategic Planning for a Fair and Equitable Future" The Kirwan Institute for the Study of Race and Ethnicity for the Modern Woman: Strategic Planning for a Fair and Equitable Future" The Kirwan Institute for the Study of Race and Ethnicity
		Avoid gender-specific pronouns and other language that signals gender norms.	Williams-Rajee, J. (2018). "Equity, Diversity and Inclusion in Recruitment, Hiring and Retention" Urban

			Sustainability Development Network/KAPWA Consulting
		Provide more inclusive options for how applicants can self-identify their gender (or choose not to).	Williams-Rajee, J. (2018). "Equity, Diversity and Inclusion in Recruitment, Hiring and Retention" Urban Sustainability Development Network/KAPWA Consulting
		Integrate racial equity into job descriptions and use interview questions to help assess a candidate's understanding of the opportunities to advance racial equity.	Williams-Rajee, J. (2018). "Equity, Diversity and Inclusion in Recruitment, Hiring and Retention" Urban Sustainability Development Network/KAPWA Consulting
		Use a text-analysis tool to flag gendered language in job postings	Williams-Rajee, J. (2018). "Equity, Diversity and Inclusion in Recruitment, Hiring and Retention" Urban Sustainability Development Network/KAPWA Consulting
		Organization's recruiting apparatus is positioned to be specifically present in multicultural voluntary and volunteer events	Recruitment and retention of culturally diverse people by sport and active recreation clubs Clare M. Hanlon and Denis J. Coleman
		Organization provides support for attending school visits, recruitment fairs, and career days directed towards potential members of color	AN ASSESSMENT OF BARRIERS AND STRATEGIES FOR RECRUITMENT AND RETENTION OF A DIVERSE GRADUATE STUDENT POPULATION. By: Quarterman, Jerome, College Student Journal, 01463934, Dec2008, Vol. 42, Issue 4
		Resources Available specifcially for minority recruitment	AN ASSESSMENT OF BARRIERS AND STRATEGIES FOR RECRUITMENT AND RETENTION OF A DIVERSE GRADUATE STUDENT POPULATION. By: Quarterman, Jerome, College Student Journal,

			01463934, Dec2008, Vol. 42, Issue 4
		Resources Available specifcially for advertisement/consciousness raising in communities of color for recruitment purposes	AN ASSESSMENT OF BARRIERS AND STRATEGIES FOR RECRUITMENT AND RETENTION OF A DIVERSE GRADUATE STUDENT POPULATION. By: Quarterman, Jerome, College Student Journal, 01463934, Dec2008, Vol. 42, Issue 4
		Organization has Established specific office or entityt for minority recruiting.	AN ASSESSMENT OF BARRIERS AND STRATEGIES FOR RECRUITMENT AND RETENTION OF A DIVERSE GRADUATE STUDENT POPULATION. By: Quarterman, Jerome, College Student Journal, 01463934, Dec2008, Vol. 42, Issue 4
		Diversity and inclusion goals are weaved into recruitment practices	AN ASSESSMENT OF BARRIERS AND STRATEGIES FOR RECRUITMENT AND RETENTION OF A DIVERSE GRADUATE STUDENT POPULATION. By: Quarterman, Jerome, College Student Journal, 01463934, Dec2008, Vol. 42, Issue 4
Retention		Regular discussion on organization culture and norms in terms of their relationship to racial equity that invites and supports authentic voices of people of color and challenges white supremacy	Potapchuk, Maggie (2020) Operationalizing Racial Justicein Non-Profit Organizations. MP Associates

		Periodic review of racial equity work, organization functions, and how decisions are made in your agency in terms of their effects on racial equity internally and externally.	Crossroads Minsitry (2003). "Continuum on Becoming an Safehouse Alliance (2005) Building a Multi-Ethnic, Inclusive & Antiracist Organization Tools for Liberation Packet for Anti-Racist Activists, Allies, & Critical Thinkers Multicultural Organization"
		Support for connection to activities and networks for people of color (affinity groups, lunch and learn sessions, employee gatherings based on their interests.)	Crossroads Minsitry (2003). "Continuum on Becoming an Safehouse Alliance (2005) Building a Multi-Ethnic, Inclusive & Antiracist Organization Tools for Liberation Packet for Anti-Racist Activists, Allies, & Critical Thinkers Multicultural Organization"
		Develop goals that are both work oriented and experience oriented for their short term of employment.	Williams-Rajee, J. (2018). "Equity, Diversity and Inclusion in Recruitment, Hiring and Retention" Urban Sustainability Development Network/KAPWA Consulting
		Created and supported environment that normalizes learning about institutional bias and racism, including self-reflection about one's relationship to these systems.	Potapchuk, Maggie (2020) Operationalizing Racial Justice in Non-Profit Organizations. MP Associates
		Created an environment that they are doing this work with a sufficient time and resources and with a group of collaborators to avoid burnout and frustration. Don't press involvement if the interest isn't clear.	Capatosto, Thompson, Blackwell (2019) "A Workforce for the Modern Woman: Strategic Planning for a Fair and Equitable Future" The Kirwan Institute for the Study of Race and Ethnicity
		Process to collect, analyze, and use data related to the retention, advancement, and compensation of employees/members of color.	"Coalitions of Communities of Color (2014). Tool for Organizational Self-Assessment Related to Racial Equity"

		Policies that create opportunities for supervisors to regularly dialogue with employees of color on the experience they are having in the workplace and supporting them with what they need to be successful.	Williams-Rajee, J. (2018). "Equity, Diversity and Inclusion in Recruitment, Hiring and Retention" Urban Sustainability Development Network/KAPWA Consulting
		Workforce training for human resource staff on mediation techniques that address interpersonal dynamics that impact racial and gender equity.	Capatosto, Thompson, Blackwell (2019) "A Capatosto, Thompson, Blackwell (2019) "A Workforce for the Modern Woman: Strategic Planning for a Fair and Equitable Future" The Kirwan Institute for the Study of Race and Ethnicity for the Modern Woman: Strategic Planning for a Fair and Equitable Future" The Kirwan Institute for the Study of Race and Ethnicity
		Protocols for developing a detailed investigation plan for conducting a prompt, neutral investigation in response to racial harassment claims.	Crossroads Minsitry (2003). "Continuum on Becoming an Safehouse Alliance (2005) Building a Multi-Ethnic, Inclusive & Antiracist Organization Tools for Liberation Packet for Anti-Racist Activists, Allies, & Critical Thinkers Multicultural Organization"
		Prompt termination of employees who violate harassment policies.	Crossroads Minsitry (2003). "Continuum on Becoming an Safehouse Alliance (2005) Building a Multi-Ethnic, Inclusive & Antiracist Organization Tools for Liberation Packet for Anti-Racist Activists, Allies, & Critical Thinkers Multicultural Organization"

		Developed a plan for supporting those affected by racial trauma and harassment and provide whatever accommodations are necessary to ensure a healthy transition back to the daily operations of the workplace.	Potapchuk, Maggie (2020) Operationalizing Racial Justice in Non-Profit Organizations. MP Associates
	These attributes grouped together as "Provide Advanced Associate Benefits"	Provide childcare subsidies or vouchers	Brown F. et. al. (2020). "Advancing Frontline Employees of Color: Innovating for Competitive Advantage in America's Frontline Workforce" Policylink
		Provide competitive and equitable pay for employees of color	Brown F. et. al. (2020). "Advancing Frontline Employees of Color: Innovating for Competitive Advantage in America's Frontline Workforce" Policylink
		Provide Employee Assistance Programs (EAPs)	Brown F. et. al. (2020). "Advancing Frontline Employees of Color: Innovating for Competitive Advantage in America's Frontline Workforce" Policylink
		Provide Employee hardship funds	Brown F. et. al. (2020). "Advancing Frontline Employees of Color: Innovating for Competitive Advantage in America's Frontline Workforce" Policylink
		Provide Health insurance for all parttime employees	Brown F. et. al. (2020). "Advancing Frontline Employees of Color: Innovating for Competitive Advantage in America's Frontline Workforce" Policylink

		Provide Transportation assistance Leave	Brown F. et. al. (2020). "Advancing Frontline Employees of Color: Innovating for Competitive Advantage in America's Frontline Workforce" Policylink
		Provide Paid sick leave	Brown F. et. al. (2020). "Advancing Frontline Employees of Color: Innovating for Competitive Advantage in America's Frontline Workforce" Policylink
		Provide Paid parental leave Scheduling	Brown F. et. al. (2020). "Advancing Frontline Employees of Color: Innovating for Competitive Advantage in America's Frontline Workforce" Policylink
		Organization has specific policies aimed at ensuring that members/staff of color feel comfortable bringing their personal cultures to the workplace,	Recruitment and retention of culturally diverse people by sport and active recreation clubs Clare M. Hanlon and Denis J. Coleman
		Organization has specific policies that link the organization's current mission to important cultural, political, social, or economic issues of associates of color	Making Inclusive Communities: Congregations and the "Problem" of Race* PENNY EDGELL BECKER, Cornell University
		African American members are present in visible positions of leadership and administration	Making Inclusive Communities: Congregations and the "Problem" of Race* PENNY EDGELL BECKER, Cornell University
		Organization specifically supports leadership and mentor networks among members of color	Making Inclusive Communities: Congregations and the "Problem" of Race* PENNY EDGELL BECKER, Cornell University

		Organization provides emotional and mental health support specifically aimed at helping associates of color cope with the effects of racialized stress	AN ASSESSMENT OF BARRIERS AND STRATEGIES FOR RECRUITMENT AND RETENTION OF A DIVERSE GRADUATE STUDENT POPULATION. By: Quarterman, Jerome, College Student Journal, 01463934, Dec2008, Vol. 42, Issue 4
		Organization makes efforts to explictly recognize and reduce isolation among members of color	AN ASSESSMENT OF BARRIERS AND STRATEGIES FOR RECRUITMENT AND RETENTION OF A DIVERSE GRADUATE STUDENT POPULATION. By: Quarterman, Jerome, College Student Journal, 01463934, Dec2008, Vol. 42, Issue 4
Advancement		Establish clear pathways for organizational advancement that are communicated to employees of color.	Capatosto, Thompson, Blackwell (2019) "A Capatosto, Thompson, Blackwell (2019) "A Workforce for the Modern Woman: Strategic Planning for a Fair and Equitable Future" The Kirwan Institute for the Study of Race and Ethnicity for the Modern Woman: Strategic Planning for a Fair and Equitable Future" The Kirwan Institute for the Study of Race and Ethnicity
		Create clear benchmarks for promotion and other areas of career advancement to employees of color.	Capatosto, Thompson, Blackwell (2019) "A Capatosto, Thompson, Blackwell (2019) "A Workforce for the Modern Woman: Strategic Planning for a Fair and Equitable Future" The Kirwan Institute for the Study of Race and Ethnicity for the Modern Woman: Strategic Planning for a Fair and Equitable Future" The Kirwan Institute

			for the Study of Race and Ethnicity
		Create opportunities to approach employees of color about cross-training opportunities for employees of color.	Brown F. et. al. (2020). "Advancing Frontline Employees of Color: Innovating for Competitive Advantage in America's Frontline Workforce" Policylink
		Organization containst specific recruiting protocols for people of color to management trainings	Avery, D. R., & McKay, P. F. (2006). Target practice: An organizational impression management approach to attracting minority and female job applicants. *Personnel Psychology*, *59*(1), 157-187.
		Policy that specifically charges the organization's leadership with the responsibility advancement and recognition of employees/people of color.	Avery, D. R., & McKay, P. F. (2006). Target practice: An organizational impression management approach to attracting minority and female job applicants. *Personnel Psychology*, *59*(1), 157-187.
		Policy that specifically supports internal affinity group networking among women of color	Avery, D. R., & McKay, P. F. (2006). Target practice: An organizational impression management approach to attracting minority and female job applicants. *Personnel Psychology*, *59*(1), 157-187.

		Support self-nomination procedures and systems that encourage employees of color to advance themselves and their interests.	Avery, D. R., & McKay, P. F. (2006). Target practice: An organizational impression management approach to attracting minority and female job applicants. *Personnel Psychology*, *59*(1), 157-187.
		Advancement policies and protocol for all levels of the organization that specifically support racial equity.	Avery, D. R., & McKay, P. F. (2006). Target practice: An organizational impression management approach to attracting minority and female job applicants. *Personnel Psychology*, *59*(1), 157-187.

Appendix B: Cultural Climate Survey Items

The Cultural Climate Omnibus Survey is a 66-item survey designed to gauge the experiences of respondents relative to their organization's social and professional culture. Regarding the survey, 'culture' is defined as "the norms, actions, practices, and assumptions that exist within the interactions in a particular organization." The items are based in literature and experiences related to ten categories three different areas of research: racial justice organizational norms and practices, white-centered business norms, and trauma-informed workplaces. Below is a table listing each item, its corresponding category, area of research, as well as its evidentiary backing:

Category	Theme	Item	Primary Reference
White-Centered Business Norms	Perfectionism	I have observed little appreciation expressed within the organization for the work that others are doing. When appreciation is expressed, it is directed at those who already receive the most credit.	Center for Community Organizations (2019) White Supremacy Culture in Organizations
		Within the organization, it is more common to point out how the person or their work is inadequate.	Center for Community Organizations (2019) White Supremacy Culture in Organizations
		It often seems as if making a mistake is confused with being a mistake. Doing wrong is confused with being wrong in some way.	Center for Community Organizations (2019) White Supremacy Culture in Organizations
		There is little time, energy, or money put into reflecting as a group and identifying lessons learned that could improve practice.	Center for Community Organizations (2019) White Supremacy Culture in Organizations
		People within the organization often bring up every imperfection in others' contributions or find exceptions to generalized observations that are offered.	Center for Community Organizations (2019) White Supremacy Culture in Organizations
		Those with strong documentation and writing skills are more highly valued than those with the ability to relate to others through other ways (informal, verbal, etc.)	Center for Community Organizations (2019) White Supremacy Culture in Organizations
		Within the organization, there is a tendency towards low trust and micromanagement from those in positions of leadership.	Center for Community Organizations (2019) White Supremacy Culture in Organizations

		The multitude of ways individuals integrate and process information (i.e. not just reading) are dismissed or ignored.	Center for Community Organizations (2019) White Supremacy Culture in Organizations
		There is a belief among leadership that there is one right way to do things and once people are introduced to 'the right way,' they will willingly adopt it.	Center for Community Organizations (2019) White Supremacy Culture in Organizations
		When someone does not adapt or change, then within the organization, there exists the idea something is wrong with them.	Center for Community Organizations (2019) White Supremacy Culture in Organizations
		Many people feel they must make decisions to do either this or that, with no time or encouragement to consider alternatives.	Center for Community Organizations (2019) White Supremacy Culture in Organizations
	Concentration of Power	Within the organization, power is understood to be limited, with only so much to go around.	Center for Community Organizations (2019) White Supremacy Culture in Organizations
		Those with power feel threatened when anyone suggests changes to how things could or should be done in the organization.	Center for Community Organizations (2019) White Supremacy Culture in Organizations
		Those with power assume they have the best interests of the organization at heart and assume ill intent from those wanting to pursue change.	Center for Community Organizations (2019) White Supremacy Culture in Organizations
		Those with authority within the organization exercise total or near total power control what, when and with whom the information is shared	Center for Community Organizations (2019) White Supremacy Culture in Organizations
		Decision-making authority is clear to those in leadership positions, but unclear throughout the rest of the organization.	Center for Community Organizations (2019) White Supremacy Culture in Organizations
		Those in leadership often have a difficult time seeing the importance or necessity of understanding the viewpoint or experience of those most impacted by decisions.	Center for Community Organizations (2019) White Supremacy Culture in Organizations

		Those in leadership spend significant time and energy trying to protect those in power even if it means covering up potential abuses of power.	Center for Community Organizations (2019) White Supremacy Culture in Organizations
		White people within the organization tend to spend too much energy defending against charges of racism instead of examining how racism might actually be happening and how their behaviors could be adding to organizational racism.	Center for Community Organizations (2019) White Supremacy Culture in Organizations
	Right to Comfort	In the past, people of color who have risked calling attention to racism within the organization often ended up becoming the subject of scrutiny, rather than those who were complicit in perpetuating oppressive dynamics within the organization.	Center for Community Organizations (2019) White Supremacy Culture in Organizations
		Those with privilege tend to equate individual acts of unfairness against white people with systemic and structural racism that targets people of color.	Center for Community Organizations (2019) White Supremacy Culture in Organizations
		Politeness is often used to deny people the space to feel and to be themselves.	Center for Community Organizations (2019) White Supremacy Culture in Organizations
		When a member is angered by racist acts committed against them, they are expected to mute their emotional reaction in the name of politeness and cordiality.	Center for Community Organizations (2019) White Supremacy Culture in Organizations
	Individualism	Many people within the organization believe that problems and challenges are best handled alone and support to face challenges is rarely forthcoming.	Center for Community Organizations (2019) White Supremacy Culture in Organizations
		Accountability and decision-making are thought of in terms of top-down relationships and is rarely oriented from the bottom on up.	Center for Community Organizations (2019) White Supremacy Culture in Organizations

		Recognition is often done on an individual basis, with those in positions of power often getting most or all of the credit.	Center for Community Organizations (2019) White Supremacy Culture in Organizations
	Progress over People	Progress is understood as organizational expansion (e.g. adding staff or projects) or the ability to serve more people.	Center for Community Organizations (2019) White Supremacy Culture in Organizations
		Burnout or exhaustion among staff and membership is treated as a necessary evil in the name of other organizational goals or objectives.	Center for Community Organizations (2019) White Supremacy Culture in Organizations
		Emotional reactions to organizational decisions are seen as inherently irrational, unwanted, and problematic.	Center for Community Organizations (2019) White Supremacy Culture in Organizations
		Time, money, and resources tend to be directed toward producing only traditionally measurable outcomes.	Center for Community Organizations (2019) White Supremacy Culture in Organizations
		Within the organization, there is little or no capacity for handling complex challenges relate to racial inequities.	Center for Community Organizations (2019) White Supremacy Culture in Organizations
Racial Justice Norms	Trauma-Informed Workplace	My experiences with the organization are characterized by self-directed work and team-building.	Center for Substance Abuse Treatment (US). Trauma-Informed Care in Behavioral Health Services. Rockville (MD): Substance Abuse and Mental Health Services Administration (US); 2014. (Treatment Improvement Protocol (TIP) Series, No. 57.) Chapter 2, Building a Trauma-Informed Workforce.
		I feel empowered to take the initiative in pursuing social justice-related activities.	Center for Substance Abuse Treatment (US). Trauma-Informed Care in Behavioral Health Services. Rockville (MD): Substance Abuse and Mental Health Services Administration (US); 2014. (Treatment Improvement Protocol (TIP) Series, No. 57.) Chapter 2,

			Building a Trauma-Informed Workforce.
		I am aware of several opportunities to participate in organizational decision-making that are available in a wide range of accessible forms	Center for Substance Abuse Treatment (US). Trauma-Informed Care in Behavioral Health Services. Rockville (MD): Substance Abuse and Mental Health Services Administration (US); 2014. (Treatment Improvement Protocol (TIP) Series, No. 57.) Chapter 2, Building a Trauma-Informed Workforce.
		I am encouraged to participate in organizational decision-making on many levels	Center for Substance Abuse Treatment (US). Trauma-Informed Care in Behavioral Health Services. Rockville (MD): Substance Abuse and Mental Health Services Administration (US); 2014. (Treatment Improvement Protocol (TIP) Series, No. 57.) Chapter 2, Building a Trauma-Informed Workforce.
		Organizational leadership frequently solicit feedback and ideas from people of color within the organization and the polices that I see enacted reflect that feedback	Center for Substance Abuse Treatment (US). Trauma-Informed Care in Behavioral Health Services. Rockville (MD): Substance Abuse and Mental Health Services Administration (US); 2014. (Treatment Improvement Protocol (TIP) Series, No. 57.) Chapter 2, Building a Trauma-Informed Workforce.
		The organization is supportive of engagement in a manner that is flexible and accessible.	Center for Substance Abuse Treatment (US). Trauma-Informed Care in Behavioral Health Services. Rockville (MD): Substance Abuse and Mental Health Services Administration (US); 2014. (Treatment Improvement Protocol (TIP) Series, No. 57.) Chapter 2, Building a Trauma-Informed Workforce.

		I feel comfortable requesting changes to my relationship with the organization that allows me to react to new challenges in my life without worrying about endangering my relationship with the organization	Center for Substance Abuse Treatment (US). Trauma-Informed Care in Behavioral Health Services. Rockville (MD): Substance Abuse and Mental Health Services Administration (US); 2014. (Treatment Improvement Protocol (TIP) Series, No. 57.) Chapter 2, Building a Trauma-Informed Workforce.
		The organization consistently and clearly provides benefits to help support a healthy balance between the organizational commitments and my other life commitments	Center for Substance Abuse Treatment (US). Trauma-Informed Care in Behavioral Health Services. Rockville (MD): Substance Abuse and Mental Health Services Administration (US); 2014. (Treatment Improvement Protocol (TIP) Series, No. 57.) Chapter 2, Building a Trauma-Informed Workforce.
		The organization provides consistent support to members who are the targets of racism and/ore suffer from racialized trauma	Center for Substance Abuse Treatment (US). Trauma-Informed Care in Behavioral Health Services. Rockville (MD): Substance Abuse and Mental Health Services Administration (US); 2014. (Treatment Improvement Protocol (TIP) Series, No. 57.) Chapter 2, Building a Trauma-Informed Workforce.
		The organization supports those who speak up about individual or organizational instances of racism and other forms of oppression.	Center for Substance Abuse Treatment (US). Trauma-Informed Care in Behavioral Health Services. Rockville (MD): Substance Abuse and Mental Health Services Administration (US); 2014. (Treatment Improvement Protocol (TIP) Series, No. 57.) Chapter 2, Building a Trauma-Informed Workforce.

		The organization regularly provides opportunities to learn about topics related to racial justice (i.e., white supremacy, patriarchy, colonization, anti-racism)	Center for Substance Abuse Treatment (US). Trauma-Informed Care in Behavioral Health Services. Rockville (MD): Substance Abuse and Mental Health Services Administration (US); 2014. (Treatment Improvement Protocol (TIP) Series, No. 57.) Chapter 2, Building a Trauma-Informed Workforce.
		The organization provides a healthy, inclusive, and productive space for conversations related to racial justice	Center for Substance Abuse Treatment (US). Trauma-Informed Care in Behavioral Health Services. Rockville (MD): Substance Abuse and Mental Health Services Administration (US); 2014. (Treatment Improvement Protocol (TIP) Series, No. 57.) Chapter 2, Building a Trauma-Informed Workforce.
		The organization provides opportunities for advancement and growth to all members	Center for Substance Abuse Treatment (US). Trauma-Informed Care in Behavioral Health Services. Rockville (MD): Substance Abuse and Mental Health Services Administration (US); 2014. (Treatment Improvement Protocol (TIP) Series, No. 57.) Chapter 2, Building a Trauma-Informed Workforce.
		The organization provides tools, training, and coaching related to exploring issues of racial justice on an individual and organizational level.	Center for Substance Abuse Treatment (US). Trauma-Informed Care in Behavioral Health Services. Rockville (MD): Substance Abuse and Mental Health Services Administration (US); 2014. (Treatment Improvement Protocol (TIP) Series, No. 57.) Chapter 2, Building a Trauma-Informed Workforce.

		The values, policies, and actions of those in leadership positions is clearly communicated to the rest of the organization through our shared communications, activities, and ceremonies.	Center for Substance Abuse Treatment (US). Trauma-Informed Care in Behavioral Health Services. Rockville (MD): Substance Abuse and Mental Health Services Administration (US); 2014. (Treatment Improvement Protocol (TIP) Series, No. 57.) Chapter 2, Building a Trauma-Informed Workforce.
		Organizational practices, policies, and activities are clearly and consistently planned with the mental and emotional health of members	Center for Substance Abuse Treatment (US). Trauma-Informed Care in Behavioral Health Services. Rockville (MD): Substance Abuse and Mental Health Services Administration (US); 2014. (Treatment Improvement Protocol (TIP) Series, No. 57.) Chapter 2, Building a Trauma-Informed Workforce.
		The relationship between the organization's values and mission reflect the internal communications and organizational policies.	Center for Substance Abuse Treatment (US). Trauma-Informed Care in Behavioral Health Services. Rockville (MD): Substance Abuse and Mental Health Services Administration (US); 2014. (Treatment Improvement Protocol (TIP) Series, No. 57.) Chapter 2, Building a Trauma-Informed Workforce.
	Inclusive Human Resources	Recruitment, advancement, and discipline policies and practices are consciously tailored to be inclusive and empowering in respect to people of color	Brown F. et. al. (2020). "Advancing Frontline Employees of Color: Innovating for Competitive Advantage in America's Frontline Workforce" Policylink
		Organization policies related to recruiting, advancement, and leadership development value the knowledge and experiences that people bring from a variety of life experiences and cultural backgrounds.	Holley K. (2016). The Principles for Equitable and Inclusive Civic Engagement. The Kirwan Institute.

		The physical and non-physical spaces provided by the organization are built in such a way that is accessible, comfortable, and empowering to people of all physical, mental, and emotional abilities, as well as a wide variety of people from different cultural and religious backgrounds.	powell, j. (2012) "Poverty and Race Through A Belongingness Lens" Policy Matters Vol.1 Iss. 5 March 2012
	Racial Justice Concepts	Anti-Racism/Anti-Oppression frameworks and ideas are clearly and regularly highlighted as a part of the organization's values, mission, and activities.	Gulati-Partee, G., & Potapchuk, M. (2014). Paying attention to white culture and privilege: A missing link to advancing racial equity. The Foundation Review, 6(1), 4
		The organization has clearly communicated goals and objectives aimed at addressing racial inequities within the organization and supporting anti-racism activities outside of the organization.	Crossroads Minsitry (2003). "Continuum on Becoming an Safehouse Alliance (2005) Building a Multi-Ethnic, Inclusive & Antiracist Organization Tools for Liberation Packet for Anti-Racist Activists, Allies, & Critical Thinkers Multicultural Organization"
		In policy and practice, the organization's measures of success are primarily related to building and strengthening relationships, rather than successful competition with other organizations.	Gulati-Partee, G., & Potapchuk, M. (2014). Paying attention to white culture and privilege: A missing link to advancing racial equity. The Foundation Review, 6(1), 4
		Organizational communications clearly show a recognition of the role that stereotypes, and cultural assumptions play in our policies, activities, and investments.	Holley K. (2016). The Principles for Equitable and Inclusive Civic Engagement. The Kirwan Institute.
		Power imbalances related to social inequities and positional power are clearly noted by organizational leadership and efforts are regularly made to mitigate them.	Holley K. (2016). The Principles for Equitable and Inclusive Civic Engagement. The Kirwan Institute.
		The organization clearly states and regularly meets goals and	Potapchuk, Maggie (2020) Transforming Organizational

		objectives related to social and racial justice	Culture Assessment Tool. MP Associates
		Our organization clearly and acknowledges protest as a valid expression of engagement in relationship to dismantling white supremacy and forwarding anti-racist policies and frameworks.	Holley K. (2016). The Principles for Equitable and Inclusive Civic Engagement. The Kirwan Institute.
	Inclusive Organizational Structure	The organization actively supports (both in communication and resources) communication platforms and gathering spaces that are critical to the organization's efforts at inclusion and equity.	Holley K. (2016). The Principles for Equitable and Inclusive Civic Engagement. The Kirwan Institute.
		Members and partners of color and those inhabiting other oppressed identities regularly report feeling a sense of belonging and care within the organization without prior prompting	powell, j. (2012) "Poverty and Race Through A Belongingness Lens" Policy Matters Vol.1 Iss. 5 March 2012
		Organizational leadership clearly and openly acknowledges past and present inequities within the organization	Potapchuk, Maggie (2020) Transforming Organizational Culture Assessment Tool. MP Associates
		The organization actively supports the creation of creative and constructive tension that highlights existing social inequities and barriers	Holley K. (2016). The Principles for Equitable and Inclusive Civic Engagement. The Kirwan Institute.
		The organization follows detailed policies and practices to uncover and empower authentic leadership of color that challenges structural inequities within the organization and the wider community	Potapchuk, Maggie (2020) Transforming Organizational Culture Assessment Tool. MP Associates
	Empowering People of Color	I regularly witness the organization centering people of color (sharing power, prioritizing well-being) in leadership positions and centering their voices on a variety of issues and topics.	powell, j. (2012) "Poverty and Race Through A Belongingness Lens" Policy Matters Vol.1 Iss. 5 March 2012

		The organization actively supports (both in communication and resources) diverse sources of leadership (leading from the middle, bottom-up leadership) as well as non-traditional leadership styles.	Holley K. (2016). The Principles for Equitable and Inclusive Civic Engagement. The Kirwan Institute.
		Organizational activities are clearly aimed towards empowering members who are traditionally marginalized in other aspects of society.	Holley K. (2016). The Principles for Equitable and Inclusive Civic Engagement. The Kirwan Institute.

Appendix C: Questionnaire and Interview Questions

Included below are the lists of basic questions for both the personal interviews and questionnaires used in the assessment process. Please note that the sample list of questions for the interviews may not reflect the questions asked depending on the ebb and flow of each interview:

Questionnaire Groups Question:

First, we'd like to know a little about you. Please select the group/role within Delta Gamma in which you are primarily active.

- Choices:
  - Fraternity Director
  - Fraternity Council Member
  - Foundation Board of Trustees Member
  - Board of Advisors Member
  - Collegiate Recruitment Consultant
  - Regional Collegiate Recruitment Specialist
  - New Chapter Recruitment Consultant
  - Alumnae Development Consultant

Questionnaire-Fraternity Directors

What do you feel are the greatest strengths/assets that Delta Gamma possesses to address racial equity?

What do you feel are the biggest challenges/greatest areas of improvement that Delta Gamma faces when it comes to addressing racial equity?

What Delta Gamma values do you feel best correlate with advocating for racial justice?

Are there any lessons from the past that can be helpful in Delta Gamma's efforts to confront racial inequities today?

What do you feel is the most important element to creating positive and productive spaces for dialogue on topics related to racial equity within Delta Gamma?

Are there any structural/organizational changes that you feel would be conducive to promoting racial equity within Delta Gamma?

Questionnaire-Fraternity Council

What do you feel are the greatest strengths/assets that Delta Gamma possesses to address racial equity?

What do you feel are the biggest challenges/greatest areas of improvement that Delta Gamma faces when it comes to addressing racial equity?

What Delta Gamma values do you feel best correlate with advocating for racial justice?

Are there any lessons from the past that can be helpful in Delta Gamma's efforts to confront racial inequities today?

What do you feel is the most important element to creating positive and productive spaces for dialogue on topics related to racial equity within Delta Gamma?

Are there any structural/organizational changes that you feel would be conducive to promoting racial equity within Delta Gamma?

Questionnaire-Foundation Board of Trustees

What do you feel are the greatest strengths/assets that Delta Gamma possesses to address racial equity?

What do you feel are the biggest challenges/greatest areas of improvement that Delta Gamma faces when it comes to addressing racial equity?

What Delta Gamma values do you feel best correlate with advocating for racial justice?

Are there specific programs or initiatives that are supported by the Foundation that you feel would lend themselves well to promoting racial equity?

Questionnaire- Board of Advisors

What do you feel are the greatest strengths/assets that Delta Gamma possesses to address racial equity?

What do you feel are the biggest challenges/greatest areas of improvement that Delta Gamma faces when it comes to addressing racial equity?

What Delta Gamma values do you feel best correlate with advocating for racial justice?

Are there any lessons from the past that can be helpful in Delta Gamma's efforts to confront racial inequities today?

What do you feel is the most important element to creating positive and productive spaces for dialogue on topics related to racial equity within Delta Gamma?

Questionnaire- Collegiate Recruitment Consultants

What do you feel are the greatest strengths/assets that Delta Gamma possesses to address racial equity?

What do you feel are the biggest challenges/greatest areas of improvement that Delta Gamma faces when it comes to addressing racial equity?

What do you feel that Delta Gamma has to offer young women of color on college campuses?

How can collegiate and alumnae members best work together to promote anti-racism within Delta Gamma and in the larger community?

What do you feel would be useful to yourself or others involved in recruiting diverse members and/or helping to cultivate diversity in new or existing chapters?

Questionnaire-Regional Collegiate Recruitment Specialists

What do you feel are the greatest strengths/assets that Delta Gamma possesses to address racial equity?

What do you feel are the biggest challenges/greatest areas of improvement that Delta Gamma faces when it comes to addressing racial equity?

What do you feel that Delta Gamma has to offer young women of color on college campuses?

How can collegiate and alumnae members best work together to promote anti-racism within Delta Gamma and in the larger community?

What do you feel would be useful to yourself or others involved in recruiting diverse members and/or helping to cultivate diversity in new or existing chapters?

Questionnaire-New Chapter Recruitment Specialists

What do you feel are the greatest strengths/assets that Delta Gamma possesses to address racial equity?

What do you feel are the biggest challenges/greatest areas of improvement that Delta Gamma faces when it comes to addressing racial equity?

What do you feel that Delta Gamma has to offer young women of color on college campuses?

What do you feel would be useful to yourself or others involved in recruiting diverse members and/or helping to cultivate diversity in new or existing chapters?

Questionnaire-Alumnae Development Consultants

What do you feel are the greatest strengths/assets that Delta Gamma possesses to address racial equity?

What do you feel are the biggest challenges/greatest areas of improvement that Delta Gamma faces when it comes to addressing racial equity?

How can collegiate and alumnae members best work together to promote anti-racism within Delta Gamma and in the larger community?

DG Affinity Groups

What do you feel are the greatest strengths/assets that Delta Gamma possesses to address racial equity?

What do you feel are the biggest challenges/greatest areas of improvement that Delta Gamma faces when it comes to addressing racial equity?

What do you feel that Delta Gamma has to offer young women of color on college campuses?

How would you like to see the organization change to better champion women of color?

What do you feel is the most important element to creating positive and productive spaces for dialogue on topics related to racial equity within Delta Gamma?

Are there any structural/organizational changes that you feel would be conducive to promoting racial equity within Delta Gamma?

Interview Questions Sample

DG Equity Assessment Individual Interview Questions

1. Can you tell me a little about yourself and your role within the Delta Gamma Fraternity?

2. What motivates you in your position? Are there any specific experiences, ideas, etc. that really drive your work?

3. What assets/strengths do you feel that Delta Gamma Foundation possesses to address racial equity?

4. Are there any challenges or barriers that Delta Gamma faces to promoting racial equity either within the organization or within the wider community within which Delta Gamma operates?

5. From your experience, what would you say are the most prominent values exemplified at Delta Gamma?

6. How would you summarize Delta Gamma's relationship with efforts to forward racial equity from your experiences with Delta Gamma?

7. How would you like to see the organization support racial equity in the future?