

# Case Study: Programmatic

You work at an organization that provides educational supports for middle and high school students. As part of your programmatic work, you provide college and career-preparation services for high school students in grades 11 and 12. These services are provided by a team of counselors who have a wide range of experience working with students and young people. Your organization has recently implemented a dress code and attendance policy for all students and young people accessing services. If students are unable to meet the required dress code and attendance policy, they are no longer able to access services and can be exited from the program. These new policies were implemented per the suggestion of a philanthropic partner from whom you recently received \$500,000 in programmatic and operational funds. The organization's leadership team made the policy changes without input or consultation from staff or students. As a result of these policies, participation rates have begun to decline and the organization is at risk of not meeting its programmatic goals for the year. Despite the impact on programmatic outcomes, the organization's leadership is sticking to the new policy guidelines.

## What do you do?

### Racial Equity Implications:

1. What does this situation say about your commitment to racial equity as an organization?

2. What organizational values are enforced OR reinforced as a result of this situation?

3. What cultural norms are created, enforced, OR reinforced as a result of this situation?

4. Which white dominant norms were reinforced or perpetuated (if any)?

5. What level of racism does this incident magnify?

a. Personal

b. Interpersonal

c. Institutional

d. Structural

e. Cultural

6. Which lived values are reinforced OR created as a result of this situation?

7. What institutional practices need to be changed OR developed as a result of this situation?

8. Who do these changed/new institutional practices support? Who do they potentially disempower?

9. What institutional policy changes need to be made as a result of this situation?

10. What individual reflections surfaced as a result of this debrief?

11. Are there any new or renewed racial equity commitments as a result of this debrief process?

**Next Steps:**

1. What has the group decided will be the next steps? (Next steps can include and are not limited to departmental/organizational changes, memos, renewed commitments, public statement, apology, organizational discussion, etc.)

2. How will these next steps support/advance or uphold the organization's racial equity commitments?