

CORE FELLOWSHIP PROGRAM

On March 1, 2022, the Lehigh Valley Community Foundation launched the CORE Fellowship program. The information in this document outlines about the program, the program design and information to apply.

CORE Fellowship Program – This fellowship is a three-year capacity building process designed to bring diverse Lehigh Valley nonprofit leaders together to center equity in themselves, their relationships, their organizations, and the Lehigh Valley non-profit sector. **There are three sections describing the Fellowship Program:**

- **About the CORE Fellowship Program – Page 2 – 6**
 - This section details the fellowship’s goals, design team partners, process, change, and expected outcomes. It also includes a description of the core tenets of this work, and the values of the design team that has collaborated to create this fellowship program.
- **CORE Fellowship Program Design – Page 6 - 10**
 - This section includes a description of the phases of the program, including what will be required of fellows and their organizations during each phase of the program.
- **CORE Fellowship Application Guide – Page 10 - 16**
 - **Prior to applying for the program, please read the information detailed in the About the CORE Fellowship Program and the Core Fellowship Program Design section.** This section details all information necessary to apply to the CORE Fellowship Program, including eligibility, requirements, timeline, who to contact, and how to access technical help.
- **CORE Fellowship Appendixes – Page 17 - 21**
 - Program Schedule – Planned schedule dates for the program during the first year.
 - Glossary – Many of the terms used in the program description require definition, therefore we created a glossary that we consider a work-in-progress as a resource for applicants.

ABOUT CORE FELLOWSHIP PROGRAM

CORE Fellowship Program: *A process of equitable change in the nonprofit sector.*

The CORE Fellowship Program is a three-year capacity building process designed to bring **diverse** Lehigh Valley nonprofit leaders together to center equity in themselves, their relationships, their organizations, and the sector. During this process, all selected fellows are co-creators in the process, content and outcomes of the program.

The Community Foundation is launching the CORE Fellowship Program after learning and listening to our stakeholders and partners, and through our past initiatives. The CORE Fellowship Program combines our knowledge and experience gained through the past four years of LVCF's Nonprofit Effectiveness program, as well as Project Equity, which was launched in partnership with the United Way of the Greater Lehigh Valley and Faces International. The CORE Fellowship will combine the most important elements of both programs into one initiative, while scaling impact. LVCF named this fellowship program the CORE Fellowship Program to signify that this work will focus on addressing the core of our own selves, the core of our organizations, and the core of our systems.

Our Approach: As a funder in the Lehigh Valley, we recognize that the demand for equity is increasing locally, regionally, nationally. Due to our positioning and experience, our approach is **to support the work that needs to be done** to reach equity **by providing the infrastructure and resources necessary** to both individuals and organizations. We recognize that individuals and organizations are in many different places in their work on equity, and the CORE Fellowship Program is designed to meet people where they are at in their own equity journey, as long as there is a demonstration of commitment to being on an equity journey.

Goal: Utilizing an equity-centered capacity building approach, LVCF will support individuals and organizations to be equitable in how they are (*being*) and how they act (*doing*).

Partners in Designing the CORE Fellowship Program:

The Community Foundation is partnering with consultants to design and deliver the model. These consultants contribute in the program design and decision-making as well as being in the facilitation role for the program. The individuals who are collaborating with LVCF are the following:

- Phyllis Alexander
- Guillermo Lopez
- Carter Gilbert

Additionally, prior to launching this model, the Community Foundation met with several stakeholders to inform the program, including past Nonprofit Effectiveness grantees, Project Equity partners, community leaders, and our own board members.

Process:

1. We are focusing on the process, and how important the process is, in addition to the ultimate outcome of the work.
2. We acknowledge that we are creating a container for a racial equity change process to occur in the fellow's self, interpersonal relationships, organizations, and systems. This is not a static program, rather constant change is part of the process.

3. Equity is as much or more about **how** the work is done as it is about the content of the work, therefore we will share power in the design and implementation. The content of this work will be co-created with all who are involved, including facilitators and fellows.
4. We will bring diverse leadership together in a way that does not cause more harm. Deep equity work requires a surfacing or re-surfacing of pain and joy, however we will work in racial affinity groups to provide appropriate spaces for preparation, debrief, processing, and learning.
5. In our process, there is an underlying assumption that everyone has been harmed by race and racism, although in very different ways. We will explore ways in which individuals and organizations may have benefited from racism as well as how they are harmed by race and racism.

Anticipated Transformation:

1. Each fellow will develop the will, skill, bravery, wisdom, and resources to serve as a change agent for long-term equitable, sustainable change within their individual lives and their organizations. *LVCF acknowledges Camilla Greene, a Lehigh Valley community leader and national consultant, as the inspiration for the use of the above language, although Camilla says this phrasing a little differently.*
2. Organizations will experience racially equitable change.
3. An inclusive, diverse social network of changemakers will emerge.
4. Individuals, organizations, and networks will harness their collective power to make equitable change in the nonprofit sector.

Impact:

1. Leaders and organizations will begin the process of healing from the harm of racism.
2. Leaders and organizations that have been historically and are currently being oppressed based on race will be celebrated and recognized and have an equitable share in the power and control of resources in the Lehigh Valley nonprofit sector.
3. Organizations will center equity and justice rather than charity and performance, having the resources and capacity to deliver their mission.

CORE FELLOWSHIP PROGRAM DESIGN

The Core Fellowship Program operates on four core tenets. While the structure of the model allows for different focuses throughout each phase of the program, below are core tenets that run through the work, regardless of the phase of the program.

Overarching Tenet: We must heal ourselves in order to heal our organizations and our sector. Ways that we start or continue the process of healing are:

1. Doing inner work in a nurturing community.

2. Centering our shared humanity and decentering white dominance and colonization.
3. Cultivating imagination and possibility.
4. Creating space for slowing down: being, thinking, knowing before doing.

Who is this fellowship for?

- The Core Fellowship program is designed for a diverse set of individuals. The success of the work is dependent on bringing together people from all different perspectives and experiences. We encourage Black, Latinx/o/a, Indigenous, Asian Americans and Pacific Islanders, and People of Color, as well as LGBTQ+, specifically Transgender individuals, and people living with disabilities to apply.
- The fellowship is designed for nonprofit leaders. We believe leadership can exist at any level, and is not limited to executives.
- The Core Fellowship program is designed intentionally to provide support to individual fellows and their organizations.
 - **For Fellows:**

Over the course of the first year, Fellows will engage in deeply personal work to understand how issues of race, equity, diversity, and inclusion affect everyday life — both in and out of the workplace — and how an equity lens can influence structural transformation. They will create a strategy to support their organization’s equity work and strengthen personal and adaptive leadership — all while building relationships among a network of diverse leaders and organizations.
 - **For Organizations:**

The Fellow’s host organizations will build in-house capacity for ongoing race, equity, diversity, and inclusion work. Core Fellows bring the expertise they develop during the course of the Fellowship to their daily work — serving as in-house experts who can engage with issues that the organization faces dynamically, rather than hiring external consultants to conduct static trainings. Additionally, during the second year of participation, the organization will receive a grant for furthering equity at their organization. Coaching will be provided during a third year to sustain equitable change that has occurred at the organization.

Design of the model:

Year 1: Healing the core and leading from the inside out

Component 1: Affinity Group and Full Cohort Convenings:

Purpose of Year 1 Convenings: Fellows see themselves as active learners on a journey of identity development and centering relationships through de-centering white dominant

culture. The work will include breaking out into racial/ethnic affinity groups, as well as bringing all racial affinity groups together as a full cohort.

- **Sense of self:** Fellows are building an understanding of how they show up and have an impact in situations, and particularly how their individual contributions can advance racial equity. This process works to understand how different aspects of one's identity is privileged and/or marginalized in society, and how that's impacted their leadership in the nonprofit sector. Leaders must intentionally commit time and energy to deepen one's personal awareness through self-reflection and self-compassion. Leadership based in equity is developed through deep inner work, self-awareness and an ongoing learning and unlearning process.
- **Centering Relationships:** Leaders will address interpersonal experiences of exclusion and bias through centering relationships. Leaders will focus on communicating with a critical consciousness and demonstrating an understanding of power and privilege in order to create trusting interpersonal relationships. Convenings will be designed to incorporate creating leadership partnerships across organizations to reframe the outcomes of success in the non-profit sector - defining success as understanding, cooperation, and collaboration. Leaders build connective tissue among each other that models the principle of abundance and the power of cooperation.
- The cohort will work together to co-create aspects of the content and design of the program.

Component #2: Engagement with full organizational leadership:

Have you ever been to a conference that inspired you? Have you ever tried to take that learning back to your organization, and not been able to implement the learning? It happens to all of us! In this fellowship, we are searching for how we might best support fellows and their host institutions in ensuring that the experience from the program is implemented at the organization. We plan to do that in several ways:

- 1-2 check-in meetings with LVCF staff which will include the participating fellows as well as the leadership team, so that LVCF can relay the progress of the work to the whole organization.
- A workshop with organizational leadership, including board members. Fellows will work with the facilitators to design the workshop.
- The fellowship will also engage fellows in designing other ways in which organizations can be engaged in the work.

Component #3: Individualized Technical Assistance:

Each organization will be required to meet with a technical assistance consultant and work with the consultant on either or both of an equity analysis and/or organizational development assessment, depending on the needs of the organization and the type of organization. The

assessment process will be individualized based on organizational need. The purpose of the technical assistance consultant is to help guide the project focus for the second year of the program, which will focus on building capacity at the organizations through an equity lens.

Year 2: Changing the conditions to advance equity

Component #1: Equitable Capacity Building Project at the Host Institution

Leaders will spark change by taking their learnings and reflections from year 1 and putting them into practice by selecting a capacity-building project that will most effectively shift their organization to be more equitable and sustainable. Capacity building projects will be individualized to the organization's needs, not a one-size fits all approach. Organizational need will be assessed in partnership with a technical assistance consultant. Organizations will receive a grant to support the project, and organizations will work over a period of 12 months on advancing their capacity building project.

Component #2: Fellow Cohort Community of Practice

During Year 2, a quarterly Community of Practice will occur for continued peer-learning and relationship deepening.

Year 3: Sustaining equitable change and building momentum

Purpose of Year 3: Continued support and connection to integrate learning and practical applications of Year 1 and Year 2 in ongoing organizational equity and/or development work.

Component #1: Fellow Coaching Time (6 hours)

Coaching provides organizations ongoing support as they continue their work in changing the conditions at their organization to advance equity. Organizations that have fully participated and achieved key milestones can be paired with a coach or mentor who will meet with them regularly to focus on continued support of developing an inclusive, sustainable organization.

- The coach's responsibility is to:
 - Discover, clarify, and align on participant goals
 - Encourage participant self-discovery
 - Stimulate participant generated solutions and approaches
 - Hold the participant responsible and accountable

Component #2: Fellow Cohort Community of Practice

During Year 3, two sessions of Community of Practice will occur throughout the year for continued peer-learning and relationship deepening.

Beyond Year 3 - Ongoing Movement Building:

In addition to the structured 3-year fellowship program, there is the intentional effort to connect cohorts in a continued learning environment. Below are two optional offerings that fellows are able to participate in:

- All cohort combined convenings – past or current participating organizations can lead sessions of choice for ongoing convenings.
- All cohort combined ongoing affinity groups – facilitated space for past or current participating organizations for ongoing affinity groups.

APPLICATION INFORMATION

Benefits of Fellowship Participation

The Core Fellowship offers several benefits for fellowship participation, which includes the following:

- leaderships development
- in-depth equity and/or organizational development assessment
- guidance from technical assistance consultant on the development of an equity-centered capacity building project
- time to carry out an equity-centered capacity building project
- coaching
- and connection to a network of nonprofit leaders.

In addition to these benefits, the CORE Fellowship offers a \$25,000 grant to each participating organization. During the first year cycle, the Community Foundation will select 10 organizations, and 20+ individuals to join the cohort. Each organization will receive a \$10,000 general operating award during the first year*, \$15,000 to support an equity-centered capacity building project during the second year, and coaching support during the third year, contingent upon meeting program requirements.

* In a traditionally white-led institution, if a Black, Latinx/o/a, Indigenous, and/or Person of Color leader participates, LVCF requires that half of the general operating award (\$5,000) in year 1 supports a program/project/initiative within the organization that the leader chooses.

Eligibility

In order to qualify for a grant, the proposed grantee must be a qualified charitable organization. Grants may be recommended to any 501(c)(3) public charity or verified charitable entity (e.g., schools, colleges and universities, religious institutions, town and municipal governments, etc.) with services delivered in Lehigh or Northampton County.

Important Requirements for Fellow Selection

Below are important factors to consider when individuals and organizations are applying for the fellowship.

- **Two people** must participate from the organization. The purpose for this requirement is to provide an adequate level of support for each fellow, both in the program and also at the fellow's institution. Examples could include an executive director and board chair. It also could include an executive director and an emerging leader.
 - If there is a barrier to the 2 person requirement, please reach out to Megan Briggs at megan@lvcfoundation.org.
- At least one of the individuals applying to participate must be an individual who has the ability to influence strategic decision-making at the organization.
- LVCF highly encourages emerging leaders that identify as Black, Latinx/o/a, Indigenous, Asian American Pacific Islanders, or a Person of Color, as well as LGBTQ+, specifically Transgender individuals, and/or People Living with Disabilities to participate as a fellow.
- The host organization must commit to following the recommendations of the fellows in selecting a capacity building project for the second year.
- In a traditionally white-led institution, if a Black, Latinx/o/a, Indigenous and/or Person of Color leader participates, LVCF requires that half of the general operating award (\$5,000) in year 1 supports a program/project/initiative within the organization that the leader chooses.

Fellow and Host Organization Commitments

Both the CORE Fellow and their host organizations must commit to being a part of the CORE Fellowship program for three years. In addition to the commitments listed below by year, the Community Foundation and our partners view this work as a learning opportunity, therefore will regularly integrate ways to receive and give feedback throughout the process. The Fellow and their host organization must be willing to participate in this feedback loop.

Year 1 Commitments:

The CORE Fellow must commit to:

- Attendance at an orientation, and during 25 hours of cohort work throughout the program cycle, which runs from July 2022 – June 2023. The meetings will be held in a hybrid structure with both in-person and virtual convenings. All in-person convenings will be held with consideration of health and safety regulations. The planned schedule can be found **in the appendix**.

The host organization must commit to:

- Doing either or both of an organizational assessment tool and/or a racial equity analysis, which will be guided by a technical assistance consultant, in order to help inform the project selection for year 2.
- Following the recommendations of the fellows in selecting a capacity building project for the second year.
- In a traditionally white-led institution, if a Black, Latinx/o/a, Indigenous, and/or Person of Color participates, the organization commits to allocating 50% of the general operating award in year 1 to support a program/project/initiative within the organization that the fellow(s) select(s).
- Organizational leadership (including board members) will be available for a workshop on equity in nonprofit organizations.
- Organizational leadership will be available for check-ins on progress of the program.

Year 2 Commitments:

The CORE Fellow must commit to:

- Participating in a quarterly Fellow Cohort Community of Practice, which will be no more than 10 hours of time.

The host organization must commit to:

- Working on an equity-centered capacity building project
- Organizational leadership (including board members) will be available for a workshop on equity in nonprofit organizations.
- Organizational leadership will be available for check-ins on progress of the program.
- Submission of a progress report

Year 3 Commitments:

The CORE Fellow must commit to:

- Being available for 6 hours of coaching sessions throughout the year
- Participating in two CORE Fellow Cohort Community of Practice sessions

The host organization must commit to:

- Organizational leadership (including board members) will be available for a workshop on equity in nonprofit organizations.
- Organizational leadership will be available for check-ins on progress of the program.
- Submission of a final report

Timeline for Grant Application

- March 7th – April 18th: Application Window
- March 15th, 9:30 AM – 11:30 AM: GRANT RELEASE PARTY. Register at www.lvcfoundation.org. Grantwriters, potential fellows, organizational leaders are all welcome.
- March 7th, 14th, 21st, 28th and April 4th, 11th, 10:00 AM – 11:00 AM: Weekly Grant Application Office Hours – Sign on to the zoom link that is posted on the website to ask your questions to a LVCF staff member. No registration required – drop ins are encouraged.
- **April 18th at 5:00 PM:** Application Submission Due Date
- June 2022 – Grant Notifications Sent to All Applicants
- July 2022 – August 2022: LVCF gives and receives feedback from all applicants.
- July 2022 – June 2023 – Core Fellow Program Year #1. Schedule can be found in the appendix.

Key Notes for Application Process

- **Video Responses:** All applicants have the option to submit their answers to the narrative questions as a video or voice recording rather than written text. Applicants should only submit one response to each question, either written OR video/audio. Applicants may choose to answer via written text for some questions and video or audio for others. Please be mindful of the time limits listed in each question when recording video or audio responses. To use this option, please see the instructions [here](#).
- Each question specifies the character limits or video time limits. **You do not need to fill the character or time limits.** Simple and short answers are also welcome, as long as you have responded to the question.
- In filling out the application, it is an opportunity to engage among all levels of staff and board in application submission. Evaluators are looking for a level of organizational buy-in from both staff and board.
- Regardless of funding decision, the hope is that each applicant will be able to use the application process as a learning opportunity for the fellow applicants and the organization. LVCF is also learning from this application process.
- In order to assist in the applicant's learning process, and to further our own learning, LVCF will commit to giving each applicant feedback about their application as well as receiving feedback from each applicant regardless of funding status, after the grant notifications have been sent to all applicants.

Who to contact

For CORE Fellowship Program design or grant application questions, please contact Megan Briggs at megan@lvcfoundation.org. For technical assistance help, please contact Monique Moreno at monique@lvcfoundation.org.

APPENDIX 1

CORE FELLOWSHIP PROGRAM SCHEDULE - YEAR 1

Month	Activity	Dates	Times	In-person/Virtual
July 2022	Orientation - Full Cohort	July 2022- DATE TBD	TBD	Virtual
August 2022	Affinity Group Work Session	August 18, 2022	9:30 am - 11:30 am	In-person
September 2022	Affinity Group Work Session	September 1, 2022	9:30 am - 11:30 am	Virtual
September 2022	Affinity Group Work Session	September 15, 2022	9:30 am - 11:30 am	Virtual
October 2022	Full Cohort Session (begins in affinity groups)	October 6, 2022	9:00 am - 12:00 pm*	In-person
October 2022 - December 2022	LVCF check in	October 2022 - December 2022	TBD - LVCF will arrange	Both, depending on organization
October 2022	Affinity Debrief Session	October 7, 2022	9:00 am - 10:00 am	Virtual
November 2022	Affinity Group Work Session	November 10, 2022	9:30 am - 11:30 am	Virtual
December 2022	Full Cohort Session (begins in affinity groups)	December 15, 2022	9:00 am - 12:00 pm*	Virtual
December 2022	Affinity Debrief Session	December 16, 2022	9:00 am - 10:00 am	Virtual
January 2023 - February 2023	Equity and/or Organizational Development Assessments Occur	TBD	TBD	Both, depending on organization

February 2023	Affinity Group Work Session	February 9, 2022	9:30 am - 11:30 am	In-person
March 2023	Organization Leadership Workshop	March 2023 - DATE TBD	TBD	Virtual
April 2023	Affinity Group Work Session	April 13, 2022	9:30 am - 11:30 am	Virtual
March 2023 - May 2023	Year 2 Capacity Building Project Developed	Completed by May 2023		
June 2023	Full Cohort Session (begins in affinity groups)	June 15, 2022	9:00 am - 12:00 pm*	In-person
June 2023	Full Cohort Debrief Session	June 16, 2022	9:30 am - 11:30 am	In-person
July 2023	YEAR 2 Program Begins	July 2023		

*During these sessions, affinity groups will meet for the first hour, 9:00 am - 10:00 am, prior to the full group meeting session from 10:00 am - 12:00 noon

Note: LVCF will have monthly office hours throughout the year for either fellow or organizational leadership to check in, if need be.

APPENDIX 2

CORE Fellowship Program Glossary:

This glossary is considered a work in progress, and will continue to be updated as we uncover more terms that require definitions.

Abundance mindset - An abundance mindset refers to the paradigm that there is plenty out there for everybody.

Competition (scarcity) mindset - Scarcity mentality refers to people **seeing life as** a finite pie, so that if one person takes a big piece, that leaves less for everyone else.

Authenticity – the daily practice of letting go of who we think we are supposed to be and embracing who we are. It’s a collection of choices that we have to make every day. It's about the choice to show up and be real. The choice to be honest. The choice to let our true selves be seen. Source: Brené Brown, *The Gifts of Imperfection*

Capacity Building - the process of building and strengthening the systems, structures, cultures, skills, resources, and power that organizations need to serve their communities. Source: Sheikh, A. M., Valenzuela, A., Le, V., Nishimura, A., & Sampath, R. (2020). Transformational Capacity Building. *Stanford Social Innovation Review*, 18(4), 30–37. <https://doi.org/10.48558/B2F5-0904>

- **Equity-Centered Capacity Building** – Capacity building that pays attention to both the explicit and implicit roles that culture, systems, and power can play in how capacity building initiatives are designed and implemented. Source: Grantmakers of Effective Organizations, “Reimagining Capacity Building: Navigating Culture, Systems & Power. Available at [Reimagining Capacity Building: Navigating Culture, Systems & Power • Grantmakers for Effective Organizations \(geofunders.org\)](#)

Change Agent – Someone who aims to enable system-wide change within an organization through utilizing planned, deliberate strategies.

Co-creation – an approach to share power of creation, design, development and decision-making.

Container – Instead of a detailed, prescriptive program, building a container signifies that while the individuals designing the initiative are providing some structure, there is fluidity that is expected to occur, and how the program unfolds will possibly shift based on input and feedback from fellows. Using this approach, the process allows for co-creation of the program from facilitators and fellows.

Equity - We have found that there are different meanings of the term equity in the field with the interventions ranging in depth from Equity Lite to Deep Equity. In this fellowship, we will focus on what the field has termed Deep Equity.

- **“Deep” Equity** - Deep equity is the work towards love, dignity, and justice that requires addressing multiple structural, institutional, interpersonal, and individual causes of inequity (both historic and current), and recognizes the social construction of identity, power, and privilege over time. Source: Change Elemental Available at [Advancing Deep Equity – Change Elemental](#)
- **Racial Equity** - Racial equity is both an outcome and a process. As an outcome, we achieve racial equity when race no longer determines people’s socioeconomic outcomes — when everyone has what they need to thrive, no matter where they live. As a process, we apply racial equity when those most affected by structural racial inequity are meaningfully involved in the creation and implementation of the institutional policies and practices that bear on their lives. When we achieve racial equity: • people, including people of color, are owners, planners and decision-makers in the systems that govern their lives; • we acknowledge and account for past and current inequities and provide all people, particularly those most affected by racial inequities, the infrastructure they need to thrive; and everyone benefits from a more just, equitable system. Source: Race Forward, “What is Racial Equity?” Available at <https://www.raceforward.org/about/what-is-racial-equity-key-concepts>

Fellowship - Fellowships are specially designed, study, research or engagement programs offering individuals an exciting opportunity to learn, create and experiment in a particular discipline. From entrepreneurship and design to human rights and social innovation, some of the top fellowship programs indulge in the development and propagation of multidimensional and intellectual knowledge.

Inclusion - Authentically bringing traditionally excluded individuals and/or groups into processes, activities, decision-making, and policy making in a way that shares power. Source: Racial Equity Tools Glossary. <http://www.racialequitytools.org/glossary# 83>

Inner Work - Inner work are our individual and collective practices of nurturing health, vitality, clarity, and wholeness in ourselves as people and as a people. Such approaches include:

1. Continually refueling and replenishing our reserves when they are low and we are depleted (or not letting ourselves to get depleted);
2. Skillfully allowing and channeling the transformative energy of emotions (including love, joy, anger, and others) that can aid or hinder our ability to connect with ourselves and one another, re-ground in our individual and collective core purpose, and buoy timely, skillful action; and
3. Increasing our synergy, alignment, and collective strategy, and action, including a. Healing rifts inside ourselves, our organizations, our networks, and our movements.

Leadership - Individuals who influence a group of people to act towards a goal. Individuals may or may not be in positions of authority.

Racial Affinity Groups - Racial Affinity Groups are opportunities for those who share a common identity to meet separately to gather, connect, and learn. Source: Just Lead Washington. Available at [Caucuses-as-a-Racial-Justice-Strategy-JustLead-WA.pdf \(justleadwa.org\)](#)

Racial Healing To restore to health or soundness; to repair or set right; to restore to spiritual wholeness. **SOURCE:** Michael R. Wenger, [Racial Equity Resource Guide](#) (W.K. Kellogg Foundation, 2012).

White Dominant Culture - Dominant culture in a society refers to the established language, religion, values, rituals, and social customs on which the society was built. It has the most power, is widespread, and influential within a social entity, such as an organization, in which multiple cultures are present. An organization's dominant culture is heavily influenced by the leadership and management standards and preferences of those at the top of the hierarchy. In this paper, dominant culture refers specifically to the American context in which organizational culture is predominantly defined by white men and white women in positional power. Habits of White Dominant Culture refers to attitudes and behaviors that derive from many aspects of white culture that are harmful when they are considered the norm, or the only or most desirable ways of being and doing in the world. Source: White Dominant Culture and Something Different. Adapted from Tema Okun and Kenneth Jones. Available at [Microsoft Word - Tools for Addressing White Dominant Culture .docx \(cacgrants.org\)](#)

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