

**OSI U.S. PROGRAMS  
CAMPAIGN FOR BLACK MALE ACHIEVEMENT  
THREE YEAR STRATEGIC PLAN**

**SEPTEMBER 2009**

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*Though African American males represent a population with superlative disparities in numerous areas, the complexity of issues this group faces are being confronted by U.S. residents from a wide range of backgrounds. If black males do indeed represent a miner's canary for an embattled American democracy, addressing the needs of African American males represents an opportunity to promote open society values for all.*

Lani Guinier & Gerald Torres, *The Miner's Canary*

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## ***Executive Summary***

In 2006, a *New York Times* cover story proclaimed, “The Plight of Black Men Deepens.” The article described alarming data revealing that while America’s economic health had steadily risen over the past decade, the collective physical, political, educational and economic health of black males significantly lagged behind their American counterparts. From over-representation in the criminal justice system to deplorable high school drop-out rates to unemployment reaching 50% in some cities, the *Times* article and a host of ensuing reports depicted a picture of America that was the antithesis of an open and democratic society for black men and boys.

In the three years since the *Times* article was published, the American landscape for black males has seen marked changes. Most notably, Barack Obama’s presidency, coupled with a growing number of philanthropic initiatives to improve the life outcomes of black men and boys, offers a new picture of opportunity and hope. At no moment since the Civil Rights Movement has there been a comparable opening to challenge the barriers posed by structural racism and poverty. Yet, in some ways, the reality for most black men and boys is more distressing than it was three years ago. The current economic crisis has pushed black men and boys to the furthest fringes of American life. The Center for American Progress’ April 2009 report, *Weathering the Storm: Black Men in the Recession*, confirms that black men are being hit the hardest by the current economic crisis and suggests that attention to racial equity and equal opportunity must be at the forefront of policies that will advance economic recovery and create jobs for black men.

It is against this backdrop that the Campaign for Black Male Achievement (the Campaign or CBMA) has begun to assert itself as a leader in the growing field of practitioners, policy advocates, academics, activists and philanthropic leaders addressing the particular conditions faced by black men and boys. Building from a year of exploratory grantmaking and philanthropic partnership development, as well as an inspiring strategic planning retreat in December 2008, the Campaign has narrowed its strategic focus to three areas that profoundly shape the life outcomes of black males – **education, family, and work**. Together, these three areas represent strategic leveraging points where sound social science, expert opinion and practitioner (advocates, educators, mentors, etc.) insight agree that targeted public policy interventions and increased public and private sector investment can significantly improve opportunities available to black males.

Recognizing that conversations about the “plight” of black males often become stuck in narratives focused on negative statistics, stereotypes, and the failure of individual responsibility, the Campaign plans to use its strategic focus to help the emerging black male achievement field develop a counter-narrative. CBMA envisions a counter-narrative that emphasizes the need for systemic policy changes to promote educational attainment, family stability, and quality employment for black males. This counter-narrative will be asset-driven as opposed to deficit-driven, highlighting black males’ vast untapped potential. It will also make the case that investment in structural reforms to encourage black male achievement will ultimately benefit society as a whole.

The Campaign’s five major goals support the development of this counter-narrative. They are as follows:

**Goal 1: To strengthen low income black families through responsible fatherhood initiatives, policy advocacy and supporting efforts that lift barriers facing single mothers raising black boys;**

**Goal 2: To ensure that black boys have the opportunity to excel academically, to prepare for college, and to learn skills essential to earning a living wage;**

**Goal 3: To expand and ensure 21<sup>st</sup> century family supportive wage work opportunities for black males;**

**Goal 4: To integrate strategic communications into CBMA’s work across its three core areas to promote positive frames and messages about black men and boys; and**

**Goal 5: To serve as a catalyst in the field of philanthropy for leveraging additional private and public funds for the field of black men and boys.**

## **SECTION II: CONTEXT & HISTORY**

In November 2007, the Open Society Institute (OSI) U.S. Programs Board approved a year of program development and exploratory grantmaking for a new initiative dedicated to improving black males’ life outcomes. To lead this effort, U.S. Programs hired Shawn Dove, who began work at OSI in May 2008 and formally launched the Campaign for Black Male Achievement in June 2008. The Campaign is a cross-fund strategy aimed at promoting the positive roles government and philanthropy can play in advancing public policy reforms, and key institutional and cultural changes that can help black males thrive. While concerned with the achievement of all black males, the Campaign focuses principally on the most marginalized black males who tend to be under-educated, under-employed, and otherwise isolated

from U.S. economic, social, and political life. The Campaign builds on OSI's interest in protecting and improving the lives of marginalized people and communities, as well as U.S. Programs' expertise and past work to reduce incarceration, promote racial justice, and support youth engagement and leadership development.

### ***Exploratory Grant Making Phase***

Given the complex, multi-dimensional nature of the challenges facing marginalized black males, the Campaign made exploratory grants in a range of areas during its start-up phase. Investment areas included education innovation and reform; strengthening families and communities through responsible fatherhood; 21<sup>st</sup> century employment opportunities; youth leadership and civic engagement; and strategic communications. In 2008, exploratory grantmaking totaled \$1.8 million.

Early CBMA grantees include:

- the Center for Urban Families, for its innovative responsible fatherhood strategy, which connects a strong direct service program with public policy change;
- the Twenty-First Century Foundation's Black Men and Boys Initiative, which focuses on leadership development and black men and boys field organizing in six cities; and
- the Center for Research on Fathers, Children and Well-Being, which is researching the viability of expanding the Earned Income Tax Credit (EITC) to benefit non-custodial fathers and single childless men.

### ***CBMA Internal Working Group***

A CBMA internal working group was established in September 2008 to foster ongoing cross-fund collaboration and support the CBMA strategic planning process. Directors from U.S. Programs' Criminal Justice, Strategic Opportunities, Equality & Opportunity and Democracy & Power Funds served on the working group along with the director of OSI-Baltimore's Criminal Justice Fund and the Soros Justice Fellows program officer. The CBMA working group was instrumental in shaping the content of the strategic planning retreat; identifying CBMA's priorities; and providing feedback to drafts of the strategic plan.

### ***2008 Inaugural Strategic Planning Retreat: Wisdom & Insights***

On December 11 and 12, 2008, the Campaign hosted a strategic planning retreat for key leaders in the black male achievement field. Building on pre-retreat due diligence (i.e. key informant interviews and a brief review of the black male achievement/development field's key literature), the meeting design was solution-oriented and optimistic, giving careful consideration to the key factors necessary to promote (rather than oppose) a positive future for black males.

In the end, the strategic planning retreat clearly demonstrated that the advocates and funders working with and for black men and boys have already begun to craft a new, more complex narrative to describe the challenges, the solutions and work needed to improve black males' life prospects. This group came to the retreat armed with a growing body of theoretical knowledge on structural racism and clear empirical evidence regarding the range of disparities marginalized black males face. The strongest points of consensus were that:

1. the field's principal challenge is to transform the economic, political, and educational conditions that threaten black males' best efforts to achieve, learn and fully participate in all aspects of American life;
2. in responding to the challenge described above, the field must confront the role structural racism and other forms of structural inequality play in limiting black male achievement, but also examine black males' choices and how they affect their future opportunities; and
3. both the challenge and its solution are nestled in "an ecology of effort" – that is individuals, families, communities, and public and private institutions working together to craft a new narrative rooted in values of fairness, equality, and opportunity to promote black male achievement.

### ***Geographic Focus***

Because many of the policies that perpetuate black male exclusion are state and local policies that affect people in specific places, the Campaign plans to adopt a place-based grant making approach for the majority of its work. As a result of findings from its exploratory grantmaking phase, discussions with potential philanthropic partners, and feedback from the CBMA working group, CBMA has decided to implement the strategies outlined in this plan to achieve its five core goals in the following geographic

regions:

- 1. The Midwest, with a focus on Chicago, Illinois and Milwaukee, Wisconsin;**
- 2. The Gulf Region, with a focus on New Orleans, Louisiana and Jackson, Mississippi; and**
- 3. The Mid-Atlantic, with a focus on Baltimore, Maryland and Philadelphia, Pennsylvania.**

Limited resources, in the face of vast opportunities and challenges, were also a critical factor in the decision to adopt a place-based approach. Admittedly, there was temptation to spread resources widely across the country without going deep in any particular geographic region, but the planning team agreed this approach would not serve the Campaign's goal to achieve lasting impact in the field.

Each of the regions identified presents the Campaign with prevailing problems and disparities in the lives of black men and boys in the areas of work, education and family structure. Conversely, each of the regions offers fertile partnership opportunities with existing and potential grantees, the philanthropic community and other U.S. Programs funds. In addition, the following criteria were used in deciding where to invest the bulk of the Campaign's funds:

- Identification and promotion of promising practices and model organizations in one or all of the Campaign's three foundational grantmaking areas;
- The potential for state-wide coalition-building and networking that could inform national policy advocacy agenda;
- The presence of existing philanthropic partners or the high potential for leveraging philanthropic dollars to the regions for black men and boys issues; and
- The Campaign's ability to host regional convenings to foster collaborative initiatives to support the Campaign's goals within and across regions.

Given that CBMA is currently conceived of as a three-year campaign, one of its most critical goals is to sustain support for the black male achievement field by serving as a catalyst in philanthropy and leveraging OSI funding to attract new sources of long-term support. Since its inception in June 2008, the Campaign has developed collaborative traction which will result in leveraged philanthropic dollars in

each of its target regions. Following is a sample of existing and potential partnerships in each of the regions:

### **Midwest**

- Chicago Community Trust
- Joyce Foundation
- 21<sup>st</sup> Century Foundation
- Association of Black Foundation Executives
- Lloyd A. Fry Foundation
- Greater Milwaukee Foundation
- White House Office of Neighborhood and Faith-based Partnerships
- OSI Cross Fund Collaboration: EOF, TIF, CJF, D&P

### **Gulf Region**

- Kellogg Foundation
- Atlantic Philanthropies
- 21<sup>st</sup> Century Foundation
- Foundation for the Mid-South
- Association of Black Foundation Executives
- White House Office of Neighborhood and Faith-based Partnerships
- OSI Cross Fund Collaboration: SOF, D&P, CJF, EOF, TIF

### **Mid-Atlantic**

- Annie E. Casey Foundation
- William Penn Foundation
- Philadelphia Foundation
- Pew Charitable Trust
- Atlantic Philanthropies
- Greater Philadelphia Urban Affairs Coalition
- Association of Black Foundation Executives
- White House Office of Neighborhood and Faith-based Partnerships
- OSI-Baltimore

The Campaign envisions investing roughly 75% of its grantmaking budget across the three regions over the next three years, while reserving funds to respond to emerging opportunities outside of the regions that will serve to advance the field or score national policy wins.



### **SECTION III: CHALLENGES & OPPORTUNITIES**

The current political moment offers significant challenges and opportunities for advancing systemic changes to promote black male achievement. Obviously, CBMA can not respond to every challenge but we aim to confront those barriers where we can leverage OSI's existing strengths and the Campaign's unique positioning in the field.

#### ***Challenges***

- President Obama's election has given rise to the flawed assumption that the U.S. has overcome its prejudices and minority groups no longer have excuses for not succeeding, especially black males;
- While the recession is taking a toll on most Americans, black males have been particularly hard-hit. The current recession is exacerbating long-term trends in black males' employment. Soaring unemployment rates among black males mean that the number of black households living in poverty will increase;
- Foundations and other not-for-profits committed to improving life outcomes for black males have also been negatively impacted by the recession. A number of foundations, including Ford and Robert Wood Johnson, are either eliminating or scaling back their work in this area. Retrenchment by other organizations in the field intensifies the need for the Campaign to make strategic investments and exercise the leadership needed to sustain interest in issues affecting black males;
- Although OSI has not been directly harmed by the crisis, the rapidly changing financial landscape demands more flexibility and new analysis to determine how OSI resources can be leveraged to achieve greatest impact;
- It is challenging to strengthen the miner's canary rationale for focusing on black males when other groups – black girls, for example – are also struggling to succeed;
- Many Americans believe that lack of success is due to flaws in individual ability and effort. Americans are reluctant to acknowledge the structural roots of inequality; and
- Media stories consistently paint a picture of hopelessness, dysfunction and despair for black males, which feeds into assumptions and beliefs that black men and boys are destined to underachieve.

#### ***Opportunities***

- President Obama was elected with a strong mandate for change. His election and the equity dialogue emerging from his administration have created an opening to advance CBMA issues;
- Because OSI is in a strong financial position relative to many other foundations, there is a widening opportunity to exercise leadership in the non-profit sector and to reinforce the urgency of improving life outcomes for black males;
- The potential for philanthropic partnerships are ripe. National foundations such as Atlantic Philanthropies, and a number of regional foundations, have expressed interest in partnering with the Campaign on black male achievement issues;
- The Association of Black Foundation Executives, under the leadership of its new president, Susan Taylor Batten, has identified galvanizing philanthropic interest in black male achievement as one of its core strategic priorities; and
- Advocacy around reauthorization of the No Child Left Behind Act (NCLB) provides an opportunity for the Campaign to partner with organizations working to promote academic success for school-aged boys.

## **SECTION IV: GOALS, STRATEGIES & BENCHMARKS**

### **EDUCATION**

Black boys often comprise the lowest performing group within a given school district, and are at significantly higher risk of dropping out than any other category of student. The declining graduation rate is a national problem, but not universal to all school districts. Much of the nation's drop-out problem is concentrated in a few hundred high schools in 35 of the nation's largest cities. At the root of this failure is poverty, an underinvestment in public schools, low expectations by teachers and students, and, at times, inattentive parenting. Zero tolerance school discipline policies, as well as federal No Child Left Behind progress requirements, also conspire to push out low performing students.

The Campaign intends to make strategic investments to address some of the root causes of low rates of black male educational attainment. It will support model policy interventions in its target regions, each of which simultaneously offers the litany of negative statistics CBMA seeks to reverse along with a growing number of seasoned advocates well-suited to take on those challenges. Ultimately, the Campaign envisions an America where all black boys succeed and thrive in each stage of their academic careers, and emerge from educational experiences, not scarred, disregarded or pushed out of the system, but as lifelong learners motivated to contribute to their families and the nation's prosperity through meaningful work. To this end, the Campaign has identified the following goal and strategies.

#### **GOAL:**

**Ensure that black boys have the opportunity to excel academically, to prepare for college and to learn skills essential to earning a living wage**

#### **STRATEGIES:**

- Invest in the development of innovative models for educating black boys;
- Invest in community-based models that provide support and mentoring for school success, engage students, and increase learning opportunities out of school and during the summer;
- Within the bounds of tax code restrictions applicable to private foundations, invest in organizing and policy advocacy efforts that seek to influence NCLB reauthorization to include more equitable policies in the areas of resource allocation, student assessment and school accountability for academic outcomes;

- Fund advocacy and organizing efforts, especially those that empower black males, to advocate for education reform, ensure fair discipline policies, and avoid school push-out tactics;
- Support research to develop best practices to improve school-aged black males' educational outcomes;
- Support school-based community partnerships and organizing models that seek to reduce youth violence both in the school building and in communities in the Campaign's targeted cities;
- Invest in community college partnerships that increase black males' chances of earning a four-year degree and/or increase employment opportunities.

**IMPACT:**

- Increased field capacity devoted to boosting rates of high school graduation among black males;
- Increased recognition of the added value supplied by holistic approaches to education reform that focus not solely on school-day learning but also out-of-school supports, such as student homework centers, community mentoring, summer learning, visits to colleges, and life skills training;
- Documented decreases in reliance on zero-tolerance school discipline policies and practices;
- Development of robust public education campaigns to ensure that NCLB reauthorization does not include requirements that push out low-performing students;
- Strengthened network of school and community partnerships that advocate for improved educational outcomes for black males in CBMA regions.

**FAMILY**

CBMA will explore the role public policy can play in strengthening the family as a durable institution in the black community. In seeking to support families, social welfare policy has historically concentrated on the needs of low-income women and children, largely to the exclusion of low-income single adult men. For example, the largest cash assistance program for low-income families is currently the Earned Income Tax Credit (EITC), which distributed \$42 billion in tax subsidies to families with incomes under

\$35,000 in 2005.<sup>1</sup> In 2003, 73 percent of all EITC dollars went to single parents, the vast majority of them single mothers.<sup>2</sup> In contrast, single childless adults receive a small fraction of overall EITC benefits.

Non-custodial parents, mostly fathers, stand at the heart of the debate surrounding benefits for single adults and childless workers. Even when shouldering financial responsibility for children through child support, non-custodial parents are considered childless for tax purposes, and are thus only eligible for a small tax benefit.<sup>3</sup> For less-educated, low-income non-custodial parents facing stagnating wages, declining employment rates, and child support orders set above ability to pay, additional income support through greater tax benefits could have a profound effect on financial stability.<sup>4</sup>

To help non-custodial fathers increase and strengthen their engagement with their children, the Campaign will support efforts to reform misguided child support and tax policies that have the effect of distancing fathers from their children. The Campaign is aware that advocacy on behalf of non-custodial fathers may have the unintended consequence of alienating mothers and their advocates. For that reason, it will invest in advocacy strategies that deliberately seek to generate buy-in from custodial mothers in advocating for policy to benefit non-custodial fathers. In acknowledging the diverse range of forms family can take, CBMA will also invest in efforts to address the particular needs of single women raising black males and explore how the LGBTQ community can advocate for the positive development of black boys with attention paid to the needs of both LGBTQ parents and LGBTQ youth.

#### **GOAL:**

**Strengthen low income black families through responsible fatherhood initiatives, policy advocacy and supporting efforts that lift barriers facing single mothers and LGBTQ parents raising black boys.**

#### **STRATEGIES:**

- Develop a placed-based strategy in four to six locations to invest in replicable models of responsible fatherhood initiatives;

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<sup>1</sup> Berube, A., Gale, W.G. & Kornblatt, T. “Tax Policies to Help Working Families in Cities”, *The Brookings Institution*, 2005.

<sup>2</sup> Meyer, B. “The U.S. Earned Income Tax Credit, its Effects, and Possible Reforms”, *Harris School Working Paper, University of Chicago*, 2007.

<sup>3</sup> Gitterman, D.P., Gorham, L. & Dorrance, J. “Expanding the Anti-poverty and Tax Relief Benefits of the Earned Income Tax Credit”, *The Brookings Institution*, 2007.

<sup>4</sup> Huang, C., Mincy, R. & Garfinkel, I. “Child Support Obligation of Low-Income Fathers”, *Journal of Marriage and the Family*, 2005; Gitterman, Gorham & Dorrance, 2007.

- Fund advocacy strategies that strengthen black families by addressing the needs of single mothers raising black boys as well as LGBTQ parents and youth;
- Invest in policy advocacy to expand use of the Earned Income Tax Credit (EITC) to benefit non-custodial fathers;
- Invest in child support policy reform to account equally for the rights of non-custodial fathers, custodial mothers, and their children;
- Collaborate with the Criminal Justice Fund to explore support for efforts to lift barriers to employment, educational advancement and family reunification faced by formerly incarcerated black fathers.

#### **IMPACT:**

- Replication of balanced child support policies, such as those in place in Maryland, that forgive arrears for men who are in prison and are scaled to take into account the father's earning power;
- Increased philanthropic support for advocacy to expand EITC access for non-custodial fathers who are up-to-date on their child support payments;
- Development of national networks to exchange strategies and document best practices of emerging responsible fatherhood initiatives operating on the state and local levels;
- Development of inclusive advocacy strategies that generate buy-in from custodial mothers in advancing child support and EITC reforms.

#### **WORK**

Another core CBMA concern is reconnecting black males to legitimate, living wage employment. The challenge is that there is a job crisis confronting black male workers that pre-dates the current recession by many decades. The job crisis confronting black male workers, especially less-educated, disconnected young black males, is characterized by a number of intersecting issues - persistent unemployment, significant under-employment, poor job quality, employment insecurity and structural racism. Labor economist Steven Pitts describes this crisis with 2006 statistics. In 2006, the Black employment population ratio was 58.4 percent with almost 4 out of 10 Blacks over 16 years of age being jobless. During the same year, 31.7 percent of Blacks who worked full-time for at least 50 weeks earned less than \$25,000, which was 1.5 times the poverty line for a family of one adult and two children.<sup>5</sup>

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<sup>5</sup> Pitts, Steven C. & Spriggs, William E. "Beyond the Mountain Top: King's Prescription for Poverty, Black Economists Mark the 40<sup>th</sup> Anniversary of the Assassination", *UC Berkeley Labor Center & Howard University Department of Economics*, 2008.

The Campaign recognizes that it is ambitious to attempt to achieve meaningful impact in the area of expanded job opportunities and improved job quality for black males. Accordingly, it will continually seek to carve out manageable policy objectives that capitalize on OSI's strengths. The larger part of its focus will be on leveraging OSI resources to attract needed expertise and funding from other sources that are better-suited to address these issues.

**GOAL:**

**Expand and ensure 21<sup>st</sup> century family supportive wage work opportunities for black males through policy advocacy, and investing in labor best practices.**

**STRATEGIES:**

- Invest in the development of labor centers in targeted communities that can serve as models for national replication in CBMA's placed-based sites;
- Invest in placed-based school-to-work initiatives and workforce development opportunities (i.e. Youth Build) for black males aged 16 – 24;
- Invest in research and policy advocacy that lifts barriers for black men in labor markets and career paths where they have traditionally been excluded;
- Invest in initiatives that bridge the black/brown labor movements in organizing and advocacy for broader workers' rights;
- Explore opportunities for leadership development and capacity building for individuals leading grass roots efforts that are engaging the most disconnected black male youths in our targeted regions.

**IMPACT:**

- Increased use of a shared fate analysis to help connect the efforts of the immigrant rights field to advocates working to advance the interests of native-born low-wage workers, with a focus on black males;
- Increased involvement of the Obama Administration's Office of Urban Policy and the Department of Labor in developing urban work opportunity initiatives.

**STRATEGIC COMMUNICATIONS**

The Campaign plans to work with other funders to identify a range of public education strategies that will challenge the public's attitudes towards black males. Frequently, black males are depicted in the U.S. mass media as uninterested in educational advancement or legitimate job opportunities. These images play a powerful role in constraining black males' ambition and influencing others' negative perception of them and their ability. To begin the development of the counter-narrative described earlier in this plan that will work against negative stereotypes of black males and help black males

become the “masters of their own media,” CBMA will take a number of steps. It will borrow from communications strategies used by the Four Pillars campaign funded by the U.S. Programs Immigration Innovation initiative and the National Security and Human Rights campaign in working with Muslim, Arab and South Asian communities. CBMA will partner with other funders to form a steering committee of leaders in the black male achievement field. This steering committee will identify an intermediary that can help resource the field through access to policy research and analysis and communications materials, trainings, and convenings to meet the pressing communications capacity needs of the field. Finally, CBMA will weave throughout its communication strategy a commitment to support innovative multi-media campaigns to engage youth and communities through arts and culture advocacy projects that advances all our core goals.

**GOAL:**

**Integrate strategic communications into CBMA’s three core areas and invest in building the communications capacity of the black male achievement field to promote positive frames and messages about black men and boys.**

**STRATEGIES:**

- Collaborate with others to form a steering committee comprised of advocates, academics, and practitioners to identify the pressing communications needs of the black male achievement field;
- Work with the steering committee to retain a neutral intermediary to develop an action plan for meeting the communications capacity needs of the field;
- Collaborate with funders to raise funds needed to implement action plan for meeting the communications capacity needs of the field;
- Fund organizations working to challenge negative perceptions and stereotypes of black men and boys through media and social marketing campaigns;
- Invest in youth- led media initiatives bridging new media technology to organizing and advocacy;
- Support policy advocacy organizations working within CBMA’s core areas to increase their capacity to share positive frames and messages in mainstream, new, and ethnic media to influence public policy debate around conditions facing black men and boys.

**IMPACT:**

- Increased number of partnerships with national and local funders to improve the image of black men and boys through the development of campaign-style communications effort;
- Development of core frames and messages with philanthropic partners and advocates to help build a consistent shared message around improving the life outcomes for black men and boys;
- Increased coordination among grantees and other groups working on black male achievement;

- Development of grantee profiles to raise awareness of their work;
- Increased positive news stories of black males in traditional and non-traditional outlets;
- Measured impact of frames and messages to determine impact and relevance to CBMA priorities and the larger black men and boys' field.

## **PHILANTHROPIC LEADERSHIP**

The Campaign has emerged at an opportune time to continue the momentum around black men and boys sparked by several foundations over the past several years. Funders working on a wide variety of issues, from fatherhood to employment to criminal justice reform, have expressed a strong interest in coordinating their work through a national network that would allow them to receive the latest research and to share strategies. Substantial funding is clearly needed to support both capacity building and the development of integrated models that link a range of efforts in order to address the marginalization of black males.

With OSI's credibility and resources as a national social justice foundation joining the pool of philanthropies with targeted initiatives for boys and men of color, the opportunity to leverage additional public and private dollars for this issue is magnified. The Campaign has already begun to work with a growing number of foundations that are interested in addressing some or all dimensions of this problem.

### **GOAL:**

**Serve as a catalyst in the field of philanthropy for the leveraging additional private and public funds for the field of black men and boys.**

### **STRATEGIES:**

- CBMA staff will exercise leadership and invest in affinity groups, convenings, and donor collaboratives that state the case for increased and sustained resources for black men and boys;
- Invest in policy advocacy that seeks to leverage support from key White House departments and initiatives such as the Office of Urban Policy, Faith-based Initiatives and Strategic Partnerships and Department of Education, etc.;
- Cultivate strategic partnerships with corporate philanthropy to increase funding for black men and boys from the business community.



## **IMPACT:**

- Increased coordination and information exchange among local, state, regional and national funders working on this issue;
- Increased philanthropic investments in black men and boys initiatives;
- Increase recruitment of business and corporate partners to support local and national black men and boys initiatives;
- Completion of a national philanthropic scan of funding for black men and boys.

## **V. CROSS CUTTING THEMES AND COLLABORATION**

*Cross Cutting Themes:* Several cross-cutting themes and cross-fund collaboration opportunities exist for the Campaign. They include the following:

- Field/movement building activities that include strategic communications; technical assistance to grantees; fostering collaboration amongst grantees; advocating for sustained and diversified funding streams;
- Multi-issue, cross-constituency mobilizing and organizing;
- Increased use of technology for organizing, strategic communications and policy advocacy;
- Coordinating an effective response to the current economic crisis and a retrenchment of funding to the not-for-profit sector.

*Cross Fund Collaboration:* CBMA's strategic focus on strengthening family structures, elevating educational achievement, expanding work opportunities, and strategic communications connects to the grant making priorities of several OSI initiatives. The CBMA Working Group serves as a natural incubation space for thought partnering and cross-fund collaboration between USP funds. Following are more distinct areas in which the Campaign can collaborate with its peer funds and campaigns:

*Criminal Justice Fund:* Within its strengthening family structures goal, the Campaign is most linked to the Criminal Justice Fund's efforts to lift the barriers facing formerly incarcerated individuals, men in particular, to gaining employment, affordable and public housing, and becoming contributing members to their families and communities.

*Baltimore OSI:* The goal of elevating educational achievement for black men and boys is strongly linked to the education advocacy goals of OSI-Baltimore, particularly its work on school-to-prison pipeline issues such as push-out and unfair discipline policies. Furthermore, CBMA has decided to target Baltimore as part of its placed-based strategy to improve the life outcomes of black men and boys.

*Democracy and Power Fund:* The Campaign is currently partnering with D&P on a grant to the Young People's Project (YPP) in Jackson, Mississippi to support YPP's organizing of high school and college students to impact educational outcomes and community change in key locations throughout the state. We foresee similar opportunities to collaborate with D&P, particularly to support grassroots organizing, advocacy, youth development and coalition building activities and educational justice advocacy in targeted regions across the country.

*Equality & Opportunity Fund:* CBMA resides within EOF which naturally creates a formal collaboration path through regular staff meetings and strategic planning sessions. CBMA priorities are aligned with EOF's emerging approach to its gender justice work, the racial justice portfolio's emphasis on undoing structural racism, the National Stabilization Initiative's work responding the effects of the subprime foreclosure crisis in communities of color, and the immigrant rights portfolio's commitment to building a multi-ethnic and multi-constituent movement to address workers rights.

*OSI Communications:* CBMA has forged a solid working relationship with OSI's communications department, partnering on several events and a communications retreat. Collaboration with the communications department clearly advances the Campaign's strategic communications goals of reshaping the messages about and images of black men and boys in mainstream media.

## **SECTION VI: OPERATIONS TIME-LINE**

Following is a time-line for CBMA operations over the next three years that will support the completion of the Campaign's goals, grantmaking, strategies and benchmarks over the three foundational areas. The operations time-line is more detailed over the first year of the strategic plan and will grow in detail as a result of on-going annual planning activities and our response to strategic opportunities and emerging trends in the field. As noted, activities are either episodic, ongoing or designated for a specific time period.

### **July 2009 – June 2010**

- Continued participation and leadership with Winning Strategies Black Male Donor Collaborative with a primary focus of attracting corporate donors to the collaborative (on-going);
- Host quarterly CBMA brown bag lunch that addresses issues and innovations in the field of black male achievement (on-going);
- Co-Host Messaging Breakfast with Fenton Communications (July 2009);
- Reinvigorate monthly CBMA Working Group sessions (on-going);
- Partner with Frontline Solutions to produce selected grantee profiles for web site (July – October 2009);
- Continue to scan the field and conduct grantee site visits, identifying best practices and emerging trends (on-going);

- Identify 4 -6 states/regions to focus CBMA grantmaking activities (July 2009);
- Invest in Opportunity Maps for 4 – 6 states/regions (July – December 2009);
- Develop 2010 work plan (August 2009);
- Attend Grantmakers for Children, Youth and Families Conference (September 2009);
- Continue monthly grantee conference calls (on-going);
- Continue to build website presence for Campaign brand (on-going);
- Host Strategic Communications and Messaging convening for practitioners, advocates, philanthropists, youth organizers and researchers (Late 2009/Early 2010);
- Continue to participate in Marginalized Male Funders Group with the purpose of organizing donors around black men and boys funding (on-going);
- Continue to provide technical assistance to grantees, specifically around strategic communications (on-going);
- Distribute grant guidelines (November 2009);
- Host first annual Grantee leadership retreat (December 2009);
- Launch placed-based social marketing campaign to advance policy advocacy goals across three foundational areas. (January 2010);
- Meet with Obama administration leadership from Offices of Faith-based and Community Partnerships; HHS; office Urban Policy;
- Attend ABFE annual meeting (May 2010);
- Annual CBMA Off-site retreat (June 2010).

In addition to the above on-going activities the following activities have been identified for the second year of the plan:

#### **July 2010 – June 2011**

- Develop 2011 work plan (August);
- Convening of grantees and invited practitioners, philanthropists, researchers (October);
- Host donor convening to assess gaps in the field and opportunities to leverage sustained funding for the black men and boys initiatives (September);
- Annual CBMA Off-Site Retreat (June);
- Campaign Evaluation of Impact for 2009 – 2010 (June).

Annual planning in 2010 and 2011 will more clearly specify activities for 2012.