

# Social Movements Development Model

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## About the Social Movement Development Model

This model was created by an evaluation working group that developed its components. The draft tool was also piloted with a cohort of grantees. It is intended to structure a conversation among potential and current grantees as well other groups interested in organizing for social change. We welcome comments and questions that help us gain more insight into our social change impact, and improve how we evaluate and carry out our work.

### *Crossroads Fund's Impact*

We see that our impact on communities is fundamentally linked to the support and success of grantees. This is our theory of change:

- ***When Crossroads Fund fulfills its leadership role in the philanthropic sector, it will effectively support innovative organizing models resulting in cohesive movement-building. This leads to self-empowered and sustainable communities who are organizing together to transform conditions, institutions, and policies which create equality and opportunities for all members of society.***

The Social Movement Development Model is one way that Crossroads Fund articulates progress toward transformation made by grantees and by Foundation investments. The model informs the grant selection process, grantee evaluation and reporting, and aggregate grant investments.

The next stage of the tool is data analysis based on feedback received from grantees that used the tool while making some revisions to the tool – revisions in the form of format/questions but not structure.

The document is structured in the following way:

- Context and detailed information on the four transformation areas (cultural, community, institutional and sustainable) and the five capacity areas (communication, leadership, strategic, research and infrastructure). Some assumptions are; grantees value identity and experience (race/class/gender/sexuality/ability/immigration status etc), working on the root causes using a social, economic and racial justice lens, see themselves as part of a movement and seek transformation of systems.
- Transformation Self Assessment Quiz – this aids grantees to identify the transformation area their organization will be working on when the tool is used as a planning document. Alternatively, the quiz aids to identify the area organization worked on when the tool is used as to demonstrate impact.
- Social Movement Developmental Model – planning document
- Social Movement developmental Model – sample of a filled in planning document
- Social Movement Developmental Model – questions to demonstrate impact

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## Crossroads Fund Social Movement Development Model

### INTRODUCTION

The Social Movement Development Model is a tool for identifying the impact of our social change work, the kinds of changes we would like to see occur, or for developing new ways of thinking about how our work is situated in broader social justice movements.

It can be used *either* as a **planning document**, or to **gauge the impact of work that has already happened**. The model is meant to describe how groups can change power dynamics in their communities and society.

Social movements are defined by their ability to move large numbers of people to action to achieve structural and normative transformation on a national or broad scale. Engaging a diverse range of communities and approaches simultaneously, social movements unite people through multiple strategies, shared principles, and shared goals. *(Adapted from the Movement Strategy Center, Oakland, California)*

Transformation often occurs in inter-related ways, we understand that social movements work touch in multiple or overlapping areas, but that a group or community's work may be focused on particular aspects based on their strengths, external factors, or other opportunities.

Social movement work is often rich and complex, and because movement is inherently dynamic, intermediate change can be hard to articulate. Defining intermediate change can be an opportunity for improvement and growth. In this model, as with many frameworks, the components and categories seek to simplify details in order to enable us to see the essential pieces. It is an exercise that if repeated regularly, can document change over time, from planning through multiple stages of evolution.

### PUTTING TOGETHER SOCIAL MOVEMENTS

Social movements, by definition, involve multiple communities and multiple issues. Taking the Civil Rights movement as an example, ending white supremacy and racial oppression was/is the movement's broader goal, while voting rights, desegregation of public spaces and land ownership are examples of particular issues within that movement.

This model acknowledges movements that are both a means (vehicle) and an end (outcome). In addition, movements can be a contextual map (container).

1. **Movements are a vehicle.** We place movements at the center of our chart because we believe movements are a part of the mechanism through which social transformation occurs. None of our individual organizations can accomplish our social change goals alone. Movements' placement at the center of our model is multidirectional: In addition to creating social transformation, movements contribute to social change groups' capacity, while social change groups contribute to movements; this relationship is reciprocal. Everything passes through movement. Movements radiate outward in every direction.
2. **Movements are an outcome.** Movements are not just the vehicle through which social transformation occurs; they are also an outcome of our work. We believe the work we do to create social transformation leads to movement-building, and the creation of movements is one of the goals of our work. This is a recognition that movements are historically situated – movements ebb and flow; sometimes they appear to spring into being out

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of nowhere at particular moments. But we know it is the hard work our organizations do in the interim, to build our capacity and advocate for social transformation, that makes these “movement moments” possible.

3. **Movements are a container**, or alternately: The entire chart illustrates a movement. One way of understanding this model is as a map of movements, and the kinds of capacity-building and transformation we hope are constantly occurring within movements as a whole. This way, if our individual organizations are not contributing to a particular type of transformation, ideally someone else within our same movement is.

## ELEMENTS OF THE MODEL

The model identifies four types of social change, or transformation: **Domains of Social Transformation**, and some of the skills and capacities that may be required for these transformations to occur: **Social Change Capacity Areas**.

**Not every group needs to create every kind of social transformation or develop every kind of capacity.** We understand each of these transformations and capacities as necessary to move issues forward, and for social movements to be successful. But within movements, **each organization has its own niche, and its own goals.** The purpose of this tool is to assess our own role(s) in social change, not to judge our performance against a singular ideal.

## MOVEMENTS AS VEHICLES

Contributing to social transformation requires that organizations develop the capacity to have an impact. This section of the tool identifies five core capacity areas we believe make it more possible for us to create the kinds of social change we envision.

### *Social Change Capacity Areas*

The five capacity areas are:

- ✓ **Communications capacity:** How do we talk about our work and ensure that it reaches a broader audience?
- ✓ **Leadership capacity:** How do we engage those most affected and develop their skills and voice?
- ✓ **Strategic capacity:** What are we going to do in order to get what we want? What do we require in order to think and act strategically?
- ✓ **Research capacity:** How do we learn about what we’re trying to change – our opposition and targets? How do we continually incorporate what we’ve learned going forward?
- ✓ **Infrastructure capacity:** What funds, financial planning and management, physical space and other resources do we need in order to accomplish our goals?

*Collaboration:* In each of these capacity areas, working in collaboration with other organization can help increase our capacity – but collaboration is hard work, and also requires capacity. Organizations aren’t always ready to collaborate, or a particular collaboration might not be a strategic use of our resources. Within each of these capacity areas, we should think about whether or not we should pursue collaborations to achieve our goals.

## MOVEMENTS AS OUTCOMES

We know that social movements do not occur in isolation. Often, they are the result of transformation. We use the word, “transformation,” because most Crossroads Fund grantees are not trying to gain more power for themselves while

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structures and conditions remain unjust. Our grantees aim to fundamentally transform how power is distributed in our society.

Social justice work is inter-related across the four areas of transformation described below. In this model, the transformation areas are meant to help categorize the types of outcomes within a continuum of social change work. This model identifies four types of social *transformation*.

## *Domains of Social Transformation*

The four domains of social transformation are:

- ✓ **Cultural Transformation:** Ally communities, broader external audiences, or mainstream dialogues reflect greater awareness, supportive environments, or increased political will about this issue/concern.
- ✓ **Community Transformation:** People most affected by this issue are collectively engaged in proposing ideas and implanting plans to change conditions, standards, and expectations in their own community(ies).
- ✓ **Institutional Transformation:** Policies, systems, and institutions are more just and equitable.
- ✓ **Sustainable Transformation:** Policymakers and institutions are held accountable to uphold equal access, fair practices, and high standards.

## MOVEMENTS AS A CONTAINER

Not every group's goal will be, or should be, to create social transformation in every single category on this chart, or to develop every single kind of capacity. But we believe there is value in asking ourselves – **If we are not contributing to a particular kind of social transformation, is someone else in our movement doing it?**

For instance, a neighborhood-based group working to end community violence by building stronger relationships between residents, using a collective peace-building process may be working on *community transformation*. Using the tool's capacity categories, the group may reflect on communications capacity and collaborations; are there other groups working to shift the media's negative portrayal of youth in this community? If so, how can the groups strengthen each other's work so that the general public outside the core community is more able to understand community violence in context as a racial equity issue and shift cultural norms (i.e. cultural transformation)? As the neighborhood group goes through the outcomes, they would be asked to consider if there are groups working for policy changes (institutional transformation) that would improve how the police treat youth in our communities, or create more just and human sentencing laws for young people. The model is an exercise for groups to be able to see where and how they may want or need coordinated action, with different strategies toward the goal of ending community violence.

When we think about the issue or issues we are working on, can we name other groups, locally and/or nationally (or even globally) who are working on this issue? What kinds of transformation are they contributing to? What does this model look like if we include "indicators" and capacity needs/assets not just for our own organization, but other organizations working on the same or related issues? Are there any ways we should challenge ourselves to work in less isolation?

## USING THE MODEL

### *For Planning Purposes*

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Although we believe the model is multidirectional, the first step in assessing the impact of our social change work is to **identify our goals and move backward**, so we suggest beginning at the top of the page and working our way down. This can be done in a discussion (we suggest documenting what you talk about!), or in writing.

If we are using the model to plan for the future, we begin by asking, **what do we want to see changed?** What concrete outcomes will help us recognize that this change is occurring? In each of the domains of social transformation, identify some **concrete things** you would like to see happen. For instance, if you are an immigrant rights group working to end the stigmatization of immigrants, newscasters no longer using the word “illegal” to describe undocumented people could be one indicator of *cultural transformation*. Or if you are a group that organizes consumers of mental health services to have a real say in the decisions that affect them, a solid base of leaders who are equipped to articulate their needs to policy-makers might be a sign of *community transformation*.

Once we have identified some of our indicators of social transformation, then we can identify what kinds of capacity we need to achieve them, including what capacity we already have -- our **assets** -- and what kinds of capacity we need to build -- our **needs**. As we identify our assets and needs, we can think about how collaboration with other organizations might contribute to our capacity (i.e. sharing office space with another group to build our infrastructure capacity, or calling upon an experienced organizer from another group to help us build our strategy), or alternatively, what kinds of capacities we might need to develop in order to effectively collaborate (i.e., Do we need a full-time staff person in order to participate in a coalition? Or, do we need to better articulate our own strategy internally before we ask others to support us?)

## *To Demonstrate Impact*

In order to use this model to demonstrate work we have already accomplished, we can brainstorm **concrete indicators** that some kind of change has occurred within each of our four domains of social transformation. Perhaps our efforts lead to the successful passage of a new policy within the Illinois state legislature (institutional transformation). Or maybe our core group of community leaders developed a stronger racial justice analysis for our work (community transformation). If you're having trouble thinking of indicators, think about the specific activities and work you've been doing, and what, if anything, resulted from that work. Most of the time, we won't be able to accomplish our biggest goals -- either because of external obstacles, or because of our limited capacity -- but there are usually incremental changes along the way we can point toward as evidence we've made some progress.

Then we can think about how our capacity -- or the capacities of our collaborators -- helped make this possible, and use this information to continue improving our work, or to contribute to the work of other organizations. For instance, maybe we developed a strong popular education curriculum that links gentrification within our neighborhoods to global economic inequity (leadership capacity, *assets*), which lead to community leaders who are now empowered to speak to people in other communities about how the issues they are facing are interrelated (community transformation). Is this curriculum one you will continue to improve and implement? Should you share it with other organizations? How can you build upon your leaders' new skills and knowledge to work for additional transformation?

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## *Transformation Self Assessment “Quiz”*

**Instructions:** At least one person from each organization should complete this quiz. For groups wanting to do the assessment, you may discuss and answer one assessment together OR each individual may complete and submit a separate assessment. As a group, completing a single assessment or comparing assessment scores can begin a useful discussion that uncovers new or different perspectives about your work. This assessment can help organizations understand where they fit into the SMDM framework.

1. For each of the following three questions, **place an X in the box next to ONE response** that describes your organization and your work. For each set of responses, **select only ONE**.
2. There are no correct or incorrect answers. Please refer to the assessment score and a brief description of the Social Movement Development Model category of Transformation that corresponds to your answers.

1. Which statement best describes your **target audience**? We mostly work with:

a. Individuals seeking opportunities and resources to address specific challenges in their community.	
b. Public officials and agencies making broad decisions about issues that affect our communities.	
c. Agencies, businesses, or organizations that have a direct role or responsibility in this issue.	
d. Media and/or broader constituents to increase awareness of these issues or concerns.	

2. Which statement best describes what the **primary focus** of your organization’s work? Your main goal is:

a. For people to understand their rights, gain skills and advocate for themselves.	
b. To influence and educate officials, policymakers, and administrators.	
c. To create more supportive environments and ally advocates by changing attitudes and behaviors in society.	
d. For people to be collectively engaged in decisions that affect them.	

3. What statement describes the **most significant portion** of your work for the coming year? We will be:

a. Developing a model or pilot program based on best practices and established standards.	
b. Coordinating agency partners in a campaign on a specific policy or legal action.	
c. Convening community dialogues, panels and workshops that educate and inform broader communities about our issues.	
d. Training leaders and advocates to navigate the political and/or decision making system.	

**Organization:** \_\_\_\_\_ **Your Name:** \_\_\_\_\_ **Your Email:** \_\_\_\_\_

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### *Transformation Self Assessment "Quiz"*

Which statement best describes your **target audience**? Select only one. We mostly work with:

Responses	Scoring
Individuals seeking opportunities and resources to address specific challenges in their community	10
Public officials and agencies making broad decisions about issues that affect our communities	15
Agencies, businesses, or organizations that are have a direct role or responsibility in this issue	20
Media and/or broader constituents to increase awareness of these issues or concerns.	5

Which statement best describes what the **primary focus** of your organization's work? Select only one. Your main goal is:

For people to understand their rights, gain skills and advocate for themselves.	20
To influence and educate officials, policymakers, and administrators.	15
To create more supportive environments and ally advocates by changing attitudes and behaviors in society.	5
For people to be collectively engaged in decisions that affect them.	10

What statement describes the **most significant portion** of your work for the coming year? Select only one. We will be:

Developing a model or pilot program based on best practices and established standards.	20
Coordinating agency partners in a campaign on a specific policy or legal action.	15
Convening community dialogues, panels and workshops that educate and inform broader communities about our issues.	5
Training leaders and advocates to navigate the political and/or decision making system.	10

Points Scale:

Cultural = 15 – 25

Community = 25 – 35

Institutions = 35 – 45

Sustainable = 45 +

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Indicators	Cultural	Community	Institutions	Sustainable
Who	<ul style="list-style-type: none"> <li>• External audiences</li> <li>• Allies</li> <li>• Mainstream</li> <li>• Media</li> </ul>	<ul style="list-style-type: none"> <li>• Participant advocates</li> <li>• Community leaders</li> <li>• Residents</li> <li>• Youth</li> <li>• Groups</li> </ul>	<ul style="list-style-type: none"> <li>• Advocates</li> <li>• Positional leaders</li> <li>• Elected officials</li> <li>• Administrators</li> <li>• Government agencies</li> <li>• Businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Participant advocates</li> <li>• Legal professionals</li> <li>• Youth</li> <li>• Individuals and groups</li> <li>• (all previously mentioned)</li> </ul>
What	<ul style="list-style-type: none"> <li>• Changing discourse</li> <li>• Outreach</li> <li>• Partnering &amp; Coalitions</li> <li>• Messaging</li> <li>• Education</li> <li>• Raising awareness</li> <li>• Changing attitudes and norms</li> </ul>	<ul style="list-style-type: none"> <li>• Education and training</li> <li>• Peer teaching/ learning</li> <li>• Recruiting, increasing participation</li> <li>• Taking action</li> <li>• Changing behaviors and expectations</li> </ul>	<ul style="list-style-type: none"> <li>• Presenting data, testimony, or policy</li> <li>• Educating or influencing decision makers</li> <li>• Piloting programs and alternatives</li> <li>• Establishing models and best practices</li> </ul>	<ul style="list-style-type: none"> <li>• Holding people, businesses, agencies accountable</li> <li>• Tracking impact of decisions and policies</li> <li>• Highlighting infractions</li> <li>• Establishing standards</li> <li>• Partnering &amp; coalitions</li> </ul>
How	<ul style="list-style-type: none"> <li>• Media</li> <li>• Networks</li> <li>• Press contacts and releases</li> <li>• Training</li> <li>• Dialog sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing action plans</li> <li>• Convening meetings</li> <li>• Training cohorts and curriculum</li> <li>• Community forums</li> </ul>	<ul style="list-style-type: none"> <li>• Partnering &amp; coalitions</li> <li>• Building relationships with elected officials and policymakers</li> </ul>	<ul style="list-style-type: none"> <li>• Complaint case work</li> <li>• Convening leaders</li> <li>• Training cohorts and curriculum</li> <li>• Press contacts and releases</li> </ul>



Movement(s) – The Container

Movement(s) – The Outcome

**CULTURAL TRANSFORMATION**

*How are we creating allies and changing behaviors in broader communities? What outreach & media are we engaging to challenge existing norms & discourse?*

INDICATORS:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**COMMUNITY TRANSFORMATION**

*How are we creating spaces for people who are most affected to engage in decision-making about them. How are we supporting collective action and self-determination?*

INDICATORS:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**INSTITUTIONAL TRANSFORMATION**

*What change in policies or institutions will have a positive direct impact on our community(ies)? What is needed so decision makers will take action toward a greater good?*

INDICATORS:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**SUSTAINABLE TRANSFORMATION**

*How do we implement, maintain or enforce best practices? How are we holding officials accountable? What is needed so positive changes do not back slide?*

INDICATORS:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Movement(s) – The Vehicle

**COMMUNICATIONS CAPACITY**

*How do you talk about your work? To whom?*

ASSETS:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

NEEDS:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

COLLABORATION:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**LEADERSHIP CAPACITY**

*How do you engage those most affected? Who sets direction for your agency?*

ASSETS:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

NEEDS:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

COLLABORATION:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**STRATEGIC CAPACITY**

*What are you going to DO? How will you do it?*

ASSETS:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

NEEDS:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

COLLABORATION:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**RESEARCH CAPACITY**

*How do you learn about your issue, opposition & targets?*

ASSETS:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

NEEDS:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

COLLABORATION:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**INFRASTRUCTURE CAPACITY**

*What systems, practices, resources do you need?*

ASSETS:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

NEEDS:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

COLLABORATION:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**CORE BELIEFS & IDEAS:** *At their most developed, Crossroads Fund grantees...*

- Value identity and experience → race/class/gender/sexuality/ability
- Address root causes: social, economic, racial justice
- See themselves as a part of movements: flexible & open
- Seek transformation of systems through which power is distributed

# Social Movement Developmental Model

Movement(s) – The Container

Movement(s) – The Container

Movement(s) – The Outcome

### CULTURAL TRANSFORMATION

Ally communities, broader external audiences, or mainstream dialogues reflect greater awareness, supportive environments, or increased political will about this issue/concern.

**SAMPLE INDICATORS:**

17 Ally groups & 6 news reports adopt positive language of this issue.

### COMMUNITY TRANSFORMATION

People most affected by this issue are collectively engaged in proposing ideas and implementing plans to change conditions, standards, and expectations in their own community(ies).

**SAMPLE INDICATORS:**

43 student & parent pairs trained & leading discussion groups & increasing volunteers by 50%.

### INSTITUTIONAL TRANSFORMATION

Policies, systems, and institutions are more just and equitable.

**SAMPLE INDICATORS:**

Government agencies & businesses must now report & adhere to improvement plans to increase minority representation/hiring.

### SUSTAINABLE TRANSFORMATION

Policymakers and institutions are held accountable to uphold equal access, fair practices, and high standards.

**SAMPLE INDICATORS:**

Pilot projects being funded and documented in 4 sites, partnership contract template shared with 9 orgs.

Movement(s) – The Vehicle

### COMMUNICATIONS CAPACITY

Your message is both tailored to multiple audiences, and consistent with your values.

You are able to use media effectively to engage your core constituents.

Outreach to develop new allies is an ongoing component of your work.

### LEADERSHIP CAPACITY

Your agency is responsive to community dynamics and proactive in developing new opportunities.

Board, staff, volunteers, and partners all have clear roles and ambitious goals.

New leaders are being trained and engaged to sustain the work going forward.

### STRATEGIC CAPACITY

Your work is intentional, timely, and sufficiently resourced.

You have a track record of successful activities that propels your current work; your work is strength-based.

Short and long-term goals are established and measurable. Your outcomes, activities, and resources are aligned.

### RESEARCH CAPACITY

Your work is informed by lived experiences and by documented trends.

Qualitative and quantitative data is used to support your work.

Your agency regularly seeks new information and reflects on external or contextual factors.

### INFRASTRUCTURE CAPACITY

Internal practices make efficient use of staff time and agency resources.

Administrative procedures strengthen documentation and accountability.

Your work can be maintained with your current assets, resources, and networks.

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Policymakers and institutions are held accountable to uphold equal access, fair practices, and high standards.

**SAMPLE INDICATORS:**  
pilot projects being funded and documented in 4 sites, partnership contract template shared with 9 orgs.

1. Please describe the outcomes your organization has seen.
2. What activities were particularly successful in creating the transformation your organization has seen?
3. What was the impact of your activities?

Movement(s) – The Vehicle

4. What partnerships played a key role in creating this outcome?
5. What key strengths did your organization have that contributed to the successful outcome?
6. What key capacity challenges hindered your organization's ability

COMMUNICATIONS CAPACITY

LEADERSHIP CAPACITY

STRATEGIC CAPACITY

RESEARCH CAPACITY

INFRASTRUCTURE CAPACITY

#### CORE BELIEFS & IDEAS: *At their most developed, Crossroads Fund grantees...*

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## Social Movement Developmental Model

Movement(s) – The Container

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## **Social Movement Development Working Group**

### *Crossroads Fund Board Members*

Lisa Marie Pickens –Independent Consultant/Chair of Working Group

Alejandra Ibanez- Oak Park Community Foundation

Chris Long- Long Financial Planning

Ellen Schumer (former Board member) - Community Organizing for Family Issues – Executive Director

Layla P. Suleiman Gonzalez (former Board member) - Consultant in policy, research and evaluation

Linda Harlan (former Board member) – Program Department Board Chair

### *Grantees:*

Alie Kabba – Executive Director, United African Organization

Kim Hunt – Executive Director, Affinity Community Services

Rebekah Levin- Committee for a Just Peace in Israel and Palestine

### *Community research and evaluation consultants:*

Deborah Puntenney – Northwestern University, Asset Based Community Development Center

Inhe Choi - Korean American Resource and Cultural Center

Meg Herman - Women's Business Development Center

Monika Black - Doctoral Candidate in Community Psychology/ Consultant

### *Staff*

Jane Kimondo- Program Director

Tim Jones-Yelvington - former Program Associate

Jeanne Kracher –Executive Director