

A Working Document
and Resource of
Crossroads Charlotte

Project Glossary

What we usually mean when we say...

“

*What is reality
anyway? Nothin'
but a collective
hunch.*

”

Jane Wagner

Introduction: Crossroads Charlotte is a civic engagement initiative of Foundation for the Carolinas and the John S. and James L. Knight Foundation, managed by the Community Building Initiative (CBI). The initiative is designed to examine possible futures described in four scenarios and to provide opportunity for organizations, institutions, and individuals to take action. The goal of Crossroads Charlotte is to choose and pursue a future for Charlotte based on intentional choices and creative foresight.

During its work in the community, CBI has found that defining terms, establishing a common language and being aware of the import and power of words are crucial. This Project Glossary was compiled to help clarify terms frequently used in our work. We acknowledge that some terms take on vastly different meanings depending how, when and who uses them. This glossary is a working document, meant as a starting point from which we can expand and adapt based on what we learn from the community's Crossroads experience.

What's contained in this glossary: Crossroads Charlotte draws on leading research and best practices from multiple disciplines and realms of work. Project terms reflect these various schools of thought and include our own “Crossroads-speak,” which emerged during the development and implementation of the initiative.

We've grouped terms into two main categories to facilitate your finding the definitions you seek. Some terms are found in more than one category. The categories are:

- Crossroads Charlotte
- Civic Engagement / Community Building Around Issues of Race & Ethnicity

CROSSROADS CHARLOTTE

2000 Social Capital Benchmark Survey	Fortress Charlotte scenario
Beat Goes On scenario	Independent Program Evaluator
Bridge session	Internal Sponsor
Built-environment	Learning History
Cast and crew	Learning Network
Class Act scenario	Managing Organization
Core question	Mission-based action plan/initiative
Crossroads Affiliate	Phase One
Crossroads Charlotte	Phase Two
Crossroads Collaborator	Project Definition Report
Crossroads Consultant	Project Sponsor
Crossroads Executive Session	Readers
Crossroads Initiatives	Scenario planning
Crossroads Internal	Social capital
Crossroads <i>Live!</i>	Social Capital Steering Committee
Crossroads Organizational Team	Story / stories
Crossroads Participant	Storylines
Discovery Phase	Theme Team
Driving force(s)	Tier One
Due Diligence Research	Tier Two
External evaluator	Trust
Eye-to-Eye scenario	

CIVIC ENGAGEMENT / COMMUNITY BUILDING AROUND ISSUES OF RACE & ETHNICITY

Access	Commitment	Non-white
Assessment	Culture	Non-Hispanic white
Baby boom / bust / echo	Dialogue	People of color
Community building	Diversity	Race
Community change	Ethnicity	Stakeholder
Congregation	Equity	Public capital
Critical mass	Grassroots	Public will
Civic engagement	Group level	Trust
Civic capital	Haves / Have nots	
	Inclusion	

2000 Social Capital Benchmark Survey: The groundbreaking study, conducted in 40 communities by Harvard University's Kennedy School of Government, to measure various manifestations of social capital as well as potential correlates. The principal investigator for the survey was Professor Robert D. Putnam. Data from the survey were intended to stimulate interest in the broader purpose of fostering civic and social engagement across the country and thus contribute to the revitalization of community institutions.

Access: The right to approach, enter, exit, or make use of places, institutions, organizations, groups, processes, resources and other spheres or facets of life.

Assessment: A thorough look at how a strategy is progressing and whether it is on target.

Baby boom / baby bust /baby echo: Population trends resulting from significant changes in the birthrate. "Baby boom" refers to a surge in the U.S. birthrate from 1947 through 1961. "Baby bust" refers to a sudden decline in birthrates. "Baby echo" is a reference to the children of the baby-boom generation, many of whom were born between 1980 and 1995.

Beat Goes On Scenario: One of the four scenarios central to Crossroads Charlotte. The following is a synopsis: *Old habits die hard, and Charlotte is positive proof. Growth and opportunity remain on the lips of those speaking about Charlotte, but the nagging question remains: Did we miss an opportunity?*

Bridge session: An adapted short presentation of the Crossroads scenarios to a community group, upon their request. While presented in Phase I, such sessions are intended to serve as a "bridge" to Phase II, which focuses on community-wide engagement.

Built-environment: A visually rich, interactive setting designed to bring the scenarios to life.

Cast and crew: The CBI staff, consultants, discussion facilitators, vendors and volunteers who help carry out a Crossroads session.

Change leadership: A group of leaders who are responsible for managing the implementation of a new design, process or solution.

Civic capital: The relationships, structures and mechanisms communities use to tackle and solve public problems collectively. This includes having effective leadership, forums to solve problems, places to convene, and people and institutions that can make all this happen.

Civic engagement: A condition or state of a community characterized by its members practicing collective responsibility and democratic principles to explore, collaborate, critique, inquire, and take action on issues for the public good.

Class Act scenario: One of the four scenarios central to Crossroads Charlotte. The following is a synopsis: *The city has emerged as truly world-class and offers a quality of life second to none. Still, old patterns of racial, ethnic and social division remain in the midst of prosperity.*

Commitment: A formal or informal pledge by an individual or group, based on a relative level of motivation and confidence, to do something regarding a specific goal, task or situation.

Community building: A comprehensive approach to improving conditions, expanding opportunities and promoting positive change in communities that addresses many inter-related issues through collaborative efforts with residents at the forefront.

Community change: The transformation or transition of a community from one state or condition to another.

Congregation: A group rooted in a religion, spiritual or faith-based philosophy or institution.

Core question: A central point or topic of inquiry for discussion, examination or action. During the development of what would eventually become Crossroads Charlotte, civic leaders focused on the following core question: "What course will Charlotte-Mecklenburg chart for all its residents over the next ten years as we deal with issues of access, equity, inclusion and trust in the social, political, economic and cultural life of the community?"

Critical mass: The point at which a significant enough number of people have understood and bought into a specific change concept such that the concept can begin to "stand on its own" without regular support or intervention from its originators. In a large-scale change, a critical mass is typically achieved when 20 to 40 percent of the targeted population have understood or bought in to the change.

Crossroads Affiliate: An organization linked to Crossroads Charlotte through one or more of its current or planned initiatives. Crossroad Affiliates must meet specific Crossroads project objectives and evaluation guidelines and agree to participate in the Crossroads Learning Network where the organization can network and get support for its project.

Crossroads Charlotte: A major civic engagement initiative designed to bring together diverse individuals, groups of leaders, and organizations in meaningful dialogue and subsequent action that can transform Charlotte's social, political, economic and cultural landscape. Under the initiative, participants examine possible futures for the Charlotte community described in four plausible scenarios and participate in facilitated processes to choose and pursue a future for Charlotte based on intentional choices and creative foresight.

Crossroads Charlotte is funded by Foundation for the Carolinas and the John S. and James L. Knight Foundation and managed by the Community Building Initiative (CBI). The effort is founded on the belief that civic engagement for community-wide impact and lasting change requires a variety of coherent strategies at multiple levels – individuals, leaders, neighborhoods, clusters and networks, and large and small organizations.

Crossroads Collaborator: A community-based, non-profit organization contracted by CBI to lead or coordinate a special project that focuses on engaging specific populations (e.g. congregations, Spanish speaking residents or youth) in Crossroads Charlotte.

Crossroads Consultant: An expert in human systems process, organizational development and/or issues of race and diversity, charged with facilitating behavioral change in individuals, teams and organizations.

During Phase I, these Consultants are responsible for: (a) meeting with Internal Sponsors to review process and expectations, schedule and prepare for sessions and learn about the organization; (b) facilitate three sessions with organizational team; debriefing and obtaining feedback on the sessions with Internal Sponsors; and documenting all information generated and given to organizations.

Crossroads Executive Session: A discussion forum that launched Crossroads Charlotte by convening and engaging 120 leaders and decision-makers at the highest levels of Charlotte's 40 most influential for-profit, non-profit, and governmental organizations. Crossroads Initiatives: The final of three primary steps composing Phase I of Crossroads Charlotte. "Initiatives" consists of a series of facilitated sessions that guide organizational teams in the development of mission-based plans of actions.

Crossroads Internal: The second of three primary steps composing Phase I of Crossroads Charlotte. "Internal" consists of a series of facilitated sessions that engage organizational teams in a process focused on the participating organization's mission and practice and the creation of storylines based on the Crossroads scenarios.

Crossroads Live!: A three-hour interactive session for a mixed group of organizational teams, which marks the first of several of steps that organizations can take as part of the Crossroads Charlotte. The session engages teams in in-depth dialogue about the implications of the four scenarios for local organizations and organizations' roles in shaping the future.

Crossroads Organizational Team: A project group, generally comprised of 10 to 20 members, that represents a local non-profit, for-profit, educational or governmental organization that is participating in Crossroads Charlotte. Organizational team members will be instrumental in the communication, education and institutionalization of Crossroads themes within their respective organizations that is required to accomplish desired collective changes.

During the Internal process, an organizational team focuses on its organization's missions and practice and creates storylines based on the Crossroads scenarios. During the Initiatives process, an organizational team develops mission-based plans of actions based on the Crossroads scenarios.

Crossroads Participant: An individual or organization engaged in any phase of Crossroads Charlotte.

Culture: The totality of behavior patterns, beliefs, work, and thought of an organization or other groups of people. "The way we do things around here."

Dialogue: An exchange of views between two or more people.

Discovery Phase: The two-year period, from fall 2002 to fall 2004, when a group of civic leaders examined the weaknesses identified in the 2000 Social Capital Benchmark Survey and conceived a "laboratory" civic engagement project. Data gathering, consensus building and scenario planning marked this early phase of work, which resulted in the creation of Crossroads Charlotte.

Foundation for the Carolinas and the Knight Foundation convened the civic leaders based on their respective work on issues of race, ethnicity and social justice. This group became known as the Social Capital Steering Committee.

Diversity: The presence of a variety of people, which encompasses such factors as race, ethnicity, gender, age, faith, culture, ability, socio-economic status and other determinants of the human experience.

Driving force(s): An impetus exerting significant influence. Under Crossroads Charlotte, a selection of six driving forces on the community plus variations in trends among those forces form the basis of four scenarios. The six driving forces reflected in the Crossroads scenarios are: (1) demographic changes; (2) education; (3) the economy; (4) growth and land use; (5) community resource allocation; and (6) leadership and civic engagement.

The only constant force across the scenarios is the projection of Charlotte's demographic makeup in 2015. Altering the community's outlook are variations in trends among the other driving forces. The resulting stories describe four starkly different visions of Charlotte in 2015, including accounts of how interracial trust – influenced by issues of access, equity and inclusion – is affected.

Due-Diligence Research: The process of gathering information to identify risks and issues or assess the validity of a proposed transaction. Under Crossroads

Charlotte, CBI is undertaking due-diligence research to provide accurate data and relevant examples regarding issues of access, equity and inclusion. This research is intended to facilitate greater understanding of the issues, possibilities, choices and impact within the community.

Equity: Something that is just, impartial and fair.

Ethnicity: Identification, affiliation or shared background with a group of people of a common, distinctive racial, national, religious, linguistic or cultural heritage.

Expectations: Norms for achievement, gain or action that are consciously or unconsciously set by individuals, groups, organizations or communities in order to support success.

External evaluator: A designated researcher or research team charged with documenting, analyzing and assessing outcomes and progress toward identified goals. Under Crossroads Charlotte, UNCC's Urban Institute is the external evaluator over the longevity of the initiative.

External environment: The conditions that surround an organization or community over which it has little to no control and that influence how it must successfully operate in order to survive and prosper.

Eye to Eye scenario: One of the four scenarios central to Crossroads Charlotte. The following is a synopsis: *We've found new ways to govern ourselves and make decisions in a city where diversity is the rule, not the exception. Our bright future is made up of many colors, and the choices we make reflect shared power and promise as we look at each other eye to eye.*

Fortress Charlotte scenario: One of the four scenarios central to Crossroads Charlotte. The following is a synopsis: *Charlotte is a city gripped by racial division and fear; our economy has faltered and our once-bright future has given way to a bleak present. What happened and how do we avoid Fortress Charlotte?*

Grassroots: Informal groups or networks of ordinary people that operate within local communities and that are comprised of or directly connected to people who are often difficult to reach.

Group level: The level of a change process that deals with the psychological impact of the change on group and team behavior.

Haves / Have nots: A reference to the socio-economic divide between people with wealth, prestige or privilege (haves) and people without these advantages (have nots).

Inclusion: The act of bringing a variety of people into the processes, activities or membership of groups and organizations, especially people who may have been excluded or who have experienced barriers to participation.

Independent Program Evaluator: A designated researcher or research team charged with documenting, analyzing and assessing outcomes and progress

toward identified goals. Under Crossroads Charlotte, UNCC's Urban Institute is the external evaluator over the longevity of the initiative.

Individual level: That level of a change process that deals with the psychological impact of the change on individual behavior.

Infrastructure: Processes, structure, leadership, technology, operations models, policies, practices, incentives, etc. that compose the formal design of an organization or community; as opposed to the less tangible culture of the organization.

Institutionalize: To make a regular and habitual part of the organizational system; typically through the use of formal processes, technology, policies and practices designed to create a state of organizational equilibrium.

Internal Sponsor: An employee or affiliate of a participating organization that serves as a liaison between the organization and a Crossroads Consultant. An Internal Sponsor coordinates and communicates with organizational team members and organizational executives, lines up administrative support for the team, and helps solve internal issues.

Internal systems: Leadership processes, technology, business models, policies, practices, rewards, etc. that comprise the formal structure of an organization.

Learning History: Documentation, representations and narratives that capture and chronicle multiple dimensions of the organizational and community experiences under Crossroads Charlotte.

Learning Network: A forum for exchanging ideas, reporting lessons learned, and most importantly, sharing accountability.

Managing Organization: The entity responsible for project oversight and day-to-day operations, including: leading the project implementation; reporting and responding to funders and participants; managing the project budget; engaging consultant team members, researchers and volunteers; and coordinating project activities. Funders of Crossroads Charlotte have designated Community Building Initiative (CBI) the Managing Organization.

Mission-based action plan or mission-based initiative: The primary deliverable from each organization advancing through and completing Phase I of Crossroads Charlotte. Organizational teams are guided through processes that help each team conceive, develop, select and commit to implementing a project or initiative. The initiatives must be aligned to the organization's mission and program of work, as well as designed to positively influence levels of access, inclusion, equity and interracial trust in the community.

Appealing to an organization's enlightened self-interest and then inviting multiple organizations to react to the scenarios within their own mission are distinct aspects of Crossroads Charlotte. These aspects mark a shift from the

common practice of asking community groups to go through a singular community-wide visioning process. The intent is to create various, concurrent initiatives that benefit individual organizations and their constituents yet foster *collective* responsibility for transforming and improving the community.

New culture: The totality of newly created behavior patterns, beliefs, work, practices and thought of a group or organization as a result of change process.

Non-White: An individual or group who self-identifies with a racial classification other than White or Caucasian. The 2000 Census defined "White" as a person having origins in any of the peoples of Europe, the Middle East and North Africa.

Non-Hispanic White: An individual or group who self-identifies as White or Caucasian and who is not of Hispanic or Latino ethnicity.

Norms: The standards, models or patterns of behavior regarded as typical and expected within a team or organization.

Organizational Consultant: An internal or external consultant with special knowledge of the psychology of work behavior and who may be a member or leader of the design and/or implementation of the change project.

People of color: A reference to the collective group of people who self-identify with any racial classification other than or in addition to White or Caucasian.

Phase One: The initial implementation stage of Crossroads Charlotte focused on influential organizations. Phase One is composed by a three-step process: [1] Crossroads Live!, an interactive group forum; [2] Crossroads Internal, a series of introspective team sessions; and [3] Crossroads Initiatives, a series of sessions to explore and define mission-based projects for their organization. For organizations that advance through Crossroads Initiatives, the Learning Network will offer opportunities for continued group dialogue and collaboration.

Phase Two: The second implementation stage of Crossroads Charlotte focused on community-wide engagement.

Public capital: The capacities, relationships, networks and linkages that enable a community to work effectively. (From "Public Capital: The Dynamic that Makes Public Life Work," a report prepared by the Harwood Group.)

Public will: A rare blend of masterful messages, hard data and serendipitous events that capture people's imagination and spur their interest, passion, support and commitment to act, speak out and or do things differently.

Project Definition Report: A high-level executive document that provides a permanent, up-to-date, readily available summary of client organizations engaged in Crossroads Internal or Initiatives (referred to as "projects"). PDRs are a definitive statement of the project scope of work, serve as an aid to communication both within and outside the project, confirm the commitment of the Internal Sponsor to the project, and form a basis for detailed planning.

Project Sponsor: Member(s) of Senior Leadership who is providing key resources for the project including: advocacy and influence for the project; human resources; strategic and philosophical background which defines the scope of the project; and practical advice and counsel.

Race: A socio-political construct used to unite or classify people based on physical characteristics shared by populations originating from a geographic area.

Readers: Individuals charged with reciting a scenario to an audience during a Crossroads session.

Scenario planning: A strategic management tool most widely used by corporations. The method works by understanding the nature and impact of the most uncertain and important driving forces affecting the future. It is a group process that encourages knowledge exchange and development of mutual deeper understanding of central issues important to the future of an organization, or in the case of Crossroads Charlotte, an entire community.

The goal of scenario planning is to craft a number of diverging stories by extrapolating uncertain yet heavily influencing driving forces. The stories together with the work getting there has the dual purpose of increasing awareness about the current environments and widening perception of possible future events.

Social capital: The value inherent to friendship networks or other associations which individuals and groups can draw upon private or collective objectives. Also described as the invisible glue or web of relationships that gives people a sense of belonging and helps them accomplish together what they cannot do alone. Within communities, research supports the belief that social capital fosters norms of social trust and reciprocity, facilitating communal goals.

Social Capital Steering Committee: The group of civic leaders and social justice advocates – representing non-profit, for-profit, governmental and educational organizations in Charlotte-Mecklenburg – who were convened by Foundation For The Carolinas to examine the interracial trust deficit documented in the 2000 Social Capital Benchmark Survey. The committee, comprised of approximately 25 members, used scenario planning as a tool for its planning and crafted four plausible stories about Charlotte's future. The committee's work and ideas form the genesis of Crossroads Charlotte.

Story / stories: Vivid account(s) of the vision of Charlotte in 2015, based on plausible scenarios. Each story includes accounts of how interracial trust – influenced by issues of access, equity and inclusion – is affected. The four stories in Crossroads Charlotte are entitled Fortress Charlotte, The Beat Goes On, Class Act and Eye to Eye.

Storylines: Brief descriptions of possible futures for organizations based on projected changes in the Charlotte community.

System: A series of interconnected relationships, mechanisms and processes that compose a whole. Often used in place of the word “organization.”

System level: The level of the change process that deals with the psychological impact of the change on organizational behavior and culture.

Teams: Formal groups that are assembled to accomplish a task or achieve a goal.

Theme Team: A group of two or more individuals charged with capturing, synthesizing and reporting, in real time, data generated by participants in a Crossroads Live! session.

Tier One: A reference to the first of two levels of group engagement that uses processes intended to deliver a product or action.

Tier Two: A reference to the second of two levels of group engagement that uses processes to stimulate personal reflection and changes in an individual's attitude and behavior. The collective reflection and changes among individual group members can influence the group's products and actions.

Trust: Firm reliance on the integrity, ability, or character of a person, group, institution or other thing. Under the 2000 Social Capital Benchmark Survey, it is believed that social capital fosters norms of trust and reciprocity in a community, facilitating communal goals. In the survey, trust is measured on two dimensions: “social trust” (whether you can trust others) and “inter-racial trust” (the extent to which different racial or ethnic groups can trust one another).