

2022 Annual Report



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The seeds of justice need good soil.



FROM OUR FOUNDER & CEO

Dear friends,

Theologian and pastor Howard Thurman once said, "Don't ask your-self what the world needs. Ask what makes you come alive, and go do that, because what the world needs is people who have come alive."

What does it take for someone to come alive?

At UNDIVIDED, we believe it takes good soil: soil that heals, soil that connects, soil that supports equitable systems where all people flourish.

If you are like us, you long for this good soil. We all carry wounds and scars from the scourge of racism. Our institutions are mired in inequity. Our neighborhoods, schools and churches are divided along partisan, economic and racial lines. People we love are experiencing the devastating impact of this brokenness.

All too often, we also face fear–whether it's the fear of being harmed, the fear of speaking up or speaking out, or the fear that racial divisions will tear our communities apart. This fear can hold us down, hold us back, and keep us from coming fully *alive*.

The UNDIVIDED vision is **a flow of racial healing and justice that repairs wounds and cultivates equitable systems where all people flourish.** In a world that still continues to struggle with the evil of racism, we boldly contend there is hope for a different future, a better future.

2022 has shown that our organization is proving to be "good soil" for uniting and igniting people for racial justice.

Jesus tells a story about "good soil." A farmer scattered seed onto four types of soil-a shallow path, rocky soil, thorny soil, and what

Jesus calls good soil. In the parable, the seed is only able to take root in the good soil, and when it takes root it multiplies 30, 60, 100 times in its yield and fruitfulness. The soil in the parable represents the condition of our hearts toward God's Word and work in the world. The point? Become good soil. The kind that God's truth, love, justice, and peace can grow in, and can therefore positively impact others and the world.

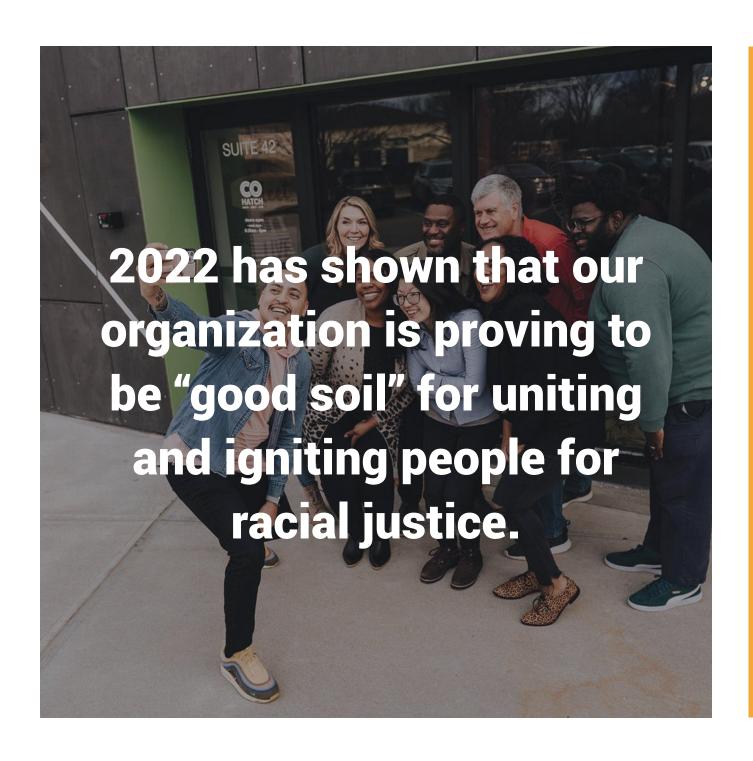
The desire of our team at UNDIVIDED is to cultivate good soil for the work of racial healing and justice. As you will read in this report, that desire is becoming a reality. UNDIVIDED is supporting churches, organizations, communities, and people from all over the country to embody good soil that is multiplying impact.

There are more stories than we can fit in the pages of this report, which is why we've included QR codes throughout where you can view videos of stories that are sure to encourage and inspire you, because there is joy to be found in the pursuit of racial healing and justice.

These efforts are growing from the good soil of UNDIVIDED. Soil that you are helping to strengthen through your partnership with us. As you read this report, I hope you also **come alive** to the opportunities ahead, and to how thankful we are for your partnership toward a world that is truly undivided!

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With Gratitude,



Board of Directors

Clare Blankenmeyer Director of Philanthropy, Miramar Services

Alvin Herring
Executive Director, Faith in Action

Illya Thomas SVP of Product Development, Smuckers

Charla Weiss Chief Inclusion Officer, Children's Hospital of Cincinnati

Darin Yates
Executive Pastor,
Crossroads Church



GOOD SOIL THAT HEALS

UNDIVIDED is providing good soil for individual healing journeys.

Over the course of 2022, we invested deeply in our commitment to racial healing. We recognize the need for healing exists on both individual and community levels. It is not a step along the path to reconciliation and justice, but rather an interwoven and ongoing process. Healing practices are a part of the rich nutrients in the good soil of UNDIVIDED. It is an essential element of all that we do—whether in the cohort journeys, activation work, or leadership development—that allows flourishing to be possible.

You will see evidence of the healing work that enriches good soil throughout the pages of this report. We want to begin by sharing the story of one woman's healing journey. Tamika is a Black woman who participated in one of our LivingUNDIVIDED cohorts through her church. Her struggle to find an identity lost is representative of so many Black and Brown people in America.





"I was raised in North Carolina in a small, predominantly White, rural town. There, I was too Black." Then I moved to Baltimore when I was thirteen. There, I wasn't Black enough.

I moved into adulthood and entered the corporate world, where I still struggled to fit in. People would always say to me, 'You talk so properly!' What they really meant was that I sounded White. At one point in my career, I changed my name to Tammy to fit an online persona I was trying to present in an attempt to claim some sort of an identity of my own.

To say I was having an identity crisis when I began the LivingUNDIVIDED cohort would be an understatement. I didn't feel like I'd ever been accepted in any environment, and I wasn't even aware of all the pain I'd been in. But I decided to participate because I thought I might be able to contribute something to the conversation on racial justice in my city.

What I found was an environment that I could share in—and for the first time, feel comfortable sharing. What I didn't expect was the level of healing I would experience. God literally used the space of LivingUNDIVIDED to heal me in areas I hadn't faced before. Now I'm on this journey to discover my own racial identity and how it impacts the woman I am today.

In fact, my LivingUNDIVIDED experience inspired me to cut off all my hair! In an effort to conform to societal norms, I've done everything with my hair-from weaves to braids to relaxers. Looking back, I can see that I was chasing after whatever identity I could fit into."

"But I felt so free leaving LivingUNDIVIDED, so confident and empowered, so unbound by all the expectations that had restricted me before, that cutting off my hair became my declaration of freedom."

After participating in the LivingUNDIVIDED cohort, Tamika began to serve as a volunteer learning facilitator for other cohort experiences. Later that year, she joined the staff team at UNDIVIDED and now serves

as our Partnership Development Director. In this role, Tamika helps to expand our reach through new opportunities so more people can experience the good healing soil through UNDIVIDED.





GOOD SOIL FOR COMMUNITY & ACTIVATION

The LivingUNDIVIDED cohort experience catalyzes individuals to action and creates community.

Over the past year, the good soil of LivingUNDIVIDED has seen fruit ripen and vines mature. In 2022, we led twenty-nine LivingUNDIVIDED cohorts serving a total of 846 individuals virtually and in-person.

LivingUNDIVIDED activates evangelical and faithbased leaders who are ready to take action and their congregations to embrace and execute on objectives that will bring racial equity and healing to their local communities.

What became clear in 2022 is that for our church and faith-based partners, a LivingUNDIVIDED cohort experience is just the beginning. UNDIVIDED continues to walk alongside congregations as a trusted

guide. What we are hearing from church leaders is that LivingUNDIVIDED is more than just a program to be run or a curriculum to be placed back on the shelf. It is prompting and catalyzing a journey of healing and change that inspires deeper partnership with those congregations and leaders who want to see healing and do justice.

People in evangelical spaces are hungry for activation. 99% of survey respondents from the 4th quarter of 2022 felt that faith-based institutions had a major role to play in improving race relations in the United States. This shows us that cohort participants are ready to lean in further to the work of justice and are looking to their churches for leadership.

What is LivingUNDIVIDED?

Since the inception of the LivingUNDIVIDED experience, more than 7,500 people in evangelical churches have been trained and called to action. During the multi-session LivingUNDIVIDED experience, participants engage with dynamic video and literary content to increase their knowledge about civil rights history and racial justice in America. Participants also experience multi-racial group discussions and activities to jointly deepen their knowledge, reflection, and communication on systems and structures that were created to oppress and repress people of color, and Black people in particular. Group engagement sessions are led by one Black, Indigenous, or other person of color and one white person, and each group consists of a minimum of 30% diverse representation. Group experiences are intentionally racially diverse, to foster cross-racial relationship building within cohorts and so participants and program leaders can speak about their lived experiences of race across racial groups.



PARTNER SPOTLIGHT: AMY PLUMMER & **ERIC DORSEY AT COMMUNITY CHRISTIAN**

Community Christian Church, a multi-site church in the Greater Chicago area, began convening LivingUNDIVIDED cohorts in 2021. Since then, they have convened ten cohorts engaging not only members of their own church, but other local congregations, organizations, and even law enforcement agencies.

"What started with an online cohort within our church, has evolved into a movement that is mobilizing people in our community and has created partnerships with other churches in the west suburbs of Chicago," says Eric Dorsey, a pastor at Community Christian Church and member of the Chicagoland UNDIVIDED Hub Team. "Undivided has been a catalyst that has activated purpose in people. It has become a magnet for people called to the work of reconciliation and justice as well as a springboard that is launching people to advance God's kingdom in our communities."

In 2022, Community Christian Church was able to partner with the Kane County Sheriff and Health

Department to support a gun buy-back program in their county. "We take seriously the mandate in Micah 6:8 to love mercy, to do justice and to walk humbly



Hear more of Eric Dorsey's story here.

with God. It is because of this biblical mandate to pursue justice that our Community Cares Ministry exists," says Amy Plummer, Director of Community Cares Ministry and leader of the Chicagoland UNDIVIDED Hub Team, "As we work within the areas of Poverty Alleviation, Educational Partnerships, Incarceration and Racial Solidarity, we believe that not only are we working to care for the community by championing those on the margins, we are also providing a witness to the radical love of Jesus." As a part of this ongoing partnership, Amy and Eric, along with others from Community, are pursuing hosting an UNDIVIDED cohort to bring together members of law enforcement and the community for dialogue and relationship building.





FACILITATOR CERTIFICATION TRAINING EQUIPS LEADERS.

Learning Facilitators are instrumental in the success of each UNDIVIDED session. They are certified leaders who serve as guides helping to cultivate and manage healthy and healing discourse, reflection and connection for participants in our LivingUNDIVIDED and WorkingUNDIVIDED experiences. These facilitators are the face of UNDIVIDED in an intimate context, leading the experience, facilitating discussion and contributing to the growth of each participant.

Through the Facilitator Certification Training, leaders are trained in the skill of shaping group dynamics and collective conversations. They are equipped with the skills to lead participants to collectively think, wrestle, heal, envision, trust, and connect for racial solidarity, healing, and justice. As one Learning Facilitator said,

"I enjoy being able to facilitate bringing people into this conversation. I enjoy seeing people engage in understanding other people and their stories and inspiring them to move forward to do more. I love getting to know new people and hearing their stories, too. I enjoy seeing people be vulnerable and take risks in this environment and get to be somewhat comfortable with it so that they want to continue doing it. I love that it is continuing to change me and lead me to where I think I'm meant to be."

In 2022, 45 co-facilitators who had gone through a cohort previously were also trained and certified to lead

cohorts, growing our number of total facilitators to over 120. These leaders are a part of the multiplication of the UNDIVIDED movement as they expand cohort opportunities.



Interested in finding out more about becoming a Learning Facilitator?



Vince, who joined the UNDIVIDED team in 2022 to lead our facilitator training program, says,

"The future of our country is increasingly more diverse. I believe I am called to be a bridge builder, to create space for healing from all the pain that has been caused. We are all carrying trauma (racial, generational, and/or personal), including white people, whether we are aware of it or not. My heart is to

bring forth the Imago Dei in every person and it starts with care and healing."

Representation matters, which is why we always have two facilitators who are racially diverse to lead a cohort and why we continually work to diversify and expand our trained leaders. Our Learning Facilitators are essential in carrying out our mission to unite and ignite people for racial justice.













ACADEMIC RESEARCH VALIDATES UNDIVIDED'S APPROACH



We are excited to celebrate with researchers Dr. Hahrie Han and Dr. Maneesh Arora as the results of their multi-year analysis of UNDIVIDED were formally published in 2022. Han

and Arora are lead researchers at the SNF Agora Institute at Johns Hopkins University, where they explore democracy in action and how real people work to create change in their communities. In 2018, UNDIVIDED caught their attention, and they began a multi-year analysis of our impact.

Dr. Han, a professor of political science and the inaugural director of the SNF Agora Institute, shared, "Most programs like this would conclude by leaving people with a mushy sense of kumbaya. UNDIVIDED, instead, challenged people to act on their new commitments to one another and on their values. And it made a difference."



Video interview of Chuck & Hahrie

UNDIVIDED's work has continued to evolve since the time of the study, and yet, these results continue to inform and validate our experiences.



Learn more about the study & findings validating UNDIVIDED's approach.

In a nutshell,
UNDIVIDED effectively
moves people
from isolation into
community and from
passivity into action
for racial healing and
justice.

THE RESULTS

The results of the study were clear. LivingUNDIVIDED impacts participants in three main ways:

- Empathy (increased perspective taking)
- Sense of belonging (moving from isolation into community)
- Sense of agency (moving from stagnant to activated)

Their results show that participants grew in their ability to take the perspective of others, which is vital to any progress in racial healing and justice work. Additionally, participants also walked away with an increased sense of belonging, increased agency and a belief that they could make a difference.

As UNDIVIDED continues to move forward and build momentum, this academic validation sets up apart.







GOOD SOIL FOR **EQUITABLE INSTITUTIONS**

WorkingUNDIVIDED catalyzes a sense of belonging to help organizations and teams thrive.

WorkingUNDIVIDED partners with organizations to activate them for racial equity, solidarity, and justice. In 2022, five WorkingUNDIVIDED cohorts were convened, and served 106 participants both virtually and in-person. These cohorts took place across industries ranging from major hospital networks to retail and manufacturing. More and more we see how the UNDIVIDED approach is different from many other diversity, equity, and inclusion initiatives—what sets WorkingUNDIVIDED apart are the opportunities we create to engage the head, heart and hands. As one WorkingUNDIVIDED cohort participant shared,

"We have spent a lot of time and energy searching for an organization to help us with anti-racism and bias work. We searched for an organization which could help us in our individual and communal transformation. In Undivided, we found a partner organization which has helped us not get entangled with accusations and finger pointing. Undivided has helped stretch us beyond superficial learnings and understanding. The program and facilitators have drawn us together to much deeper reflection on how we view and interact with others. This depth of understanding has led us to ask 'Now what can we do?' and 'How do we need to interact differently?""–WorkingUNDIVIDED Client



What is WorkingUNDIVIDED?

The WorkingUNDIVIDED approach was created to complement organizational diversity and equity initiatives, by placing an emphasis on multi-racial engagement methods to support equity and belonging in the workplace through an immersive multi-session experience designed to help every employee thrive.

Our WorkingUNDIVIDED program thrives because we have crafted an experience shared in mixed-race groups, grounded with historical context and data, that has been academically validated to effectively move people from isolation into community and from passivity into action for racial healing and justice.

WorkingUNDIVIDED cohorts include expert training in empathy, experiential and data-driven learning, and prioritize relational growth to motivate and drive change. The WorkingUNDIVIDED approach is rooted in the six "R's":



ROOT

Building the foundation for relational growth through historical contextualization and empathy training.



REPAIR

Focusing on the importance of taking action to establish relationships and repair divisions.



REALIZE

Reflecting on the post-Civil Rights era through current events, learning the impact of systemic and structural injustices on racial groups.



RESPOND

Examining racial and cultural identity, reflecting on injustice and inequity, and preparing to create change.



RECKON

Teaching and training in active listening skills, empathy and the recognition of "echo chambers".



RESOLVE

Launching into the work of being reconcilers through courageously moving forward toward racial unity.





INTRODUCING WORKSHOPS

2022 was a year of exciting innovation as we expanded our content by launching UNDIVIDED Workshops. These shorter format learning opportunities will expand opportunities for organizations to engage the UNDIVIDED experience and empower organizations to be architects of this change in their industries and communities.

While this content was brand new in 2022, we have already seen expanded reach and partnership opportunities as a result. Organizations and companies like

Nielsen, the Catholic Health Association of the United States, and others have engaged Workshop experiences for their leadership and staff teams. Altogether, UNDIVIDED led 12 Workshops in 2022.



Learn more about new Workshop offerings.

This work is critical for

our current moment as a nation and we hope to be a solution for organizations who desire to push this movement forward.



What are Workshops?

UNDIVIDED Workshops are interactive experiences rooted in a vision for racial healing and reconciliation. Workshops are available on a variety of topics, can be delivered in 1 to 8 hour increments for teams and audiences of all sizes, and each is facilitated by a trained & certified leader. Each workshop emphasizes connection and action.







GOOD SOIL FOR JUSTICE ORIENTED COMMUNITIES

UNDIVIDED Hubs move the work of justice forward.

Our UNDIVIDED approach is highly intentional and provides a brave space for participants to have conversations about race, while equipping them with the knowledge and skills to meaningfully participate in the struggle for, and build a community of people committed to, racial justice.

The UNDIVIDED Hub initiative builds on the momentum and urgency experienced by participants, moving from individual transformation to build community to address racial injustice. By engaging faith-based communities on values and relationships across race, they advance efforts to advocate for social and policy change in key areas affecting their communities. In 2022, two Hubs were launched in Chicago, IL, Cincinnati, OH. There are at least six additional regions exploring launching hubs across the United States in the coming months.

When it comes to creating change in our communities, people are often conditioned to believe that they are powerless. Bringing people from isolation into community is a big step towards debunking this myth of powerlessness. Beginning the hard work of taking action together is the next step. Through the Hub initiative, we are beginning to see fruit in the good

soil of organizing. Often, this happens in the context of coalitions and partnerships. In the fall of 2022, the Chicagoland Hub Team joined the effort for bail reform and ending cash bail in Illinois. Another organizing effort is growing from good soil in Pennsylvania.



PARTNER HIGHLIGHT: COHORT JOURNEY FOSTERS DEEPER COMMUNITY RELATIONSHIPS

In 2022, UNDIVIDED partnered with POWER Interfaith in Pennsylvania for a cohort to engage evangelicals more deeply on racial solidarity and justice.¹ "Partnering with UNDIVIDED was a unique opportunity to begin antiracism conversations in evangelical and other faith spaces to spark deeper local political engagement on issues that matter in the Philadelphia suburbs. UNDIVIDED's curriculum is accessible, relational, and set up to help people at all levels of engagement to go deeper," says Will Fuller, a member of POWER's leadership team.

The UNDIVIDED cohort journey was crucial for building relationships. Megan Briggs, who participated in the cohort with POWER says, "Participating in LivingUNDIVIDED with a few people I've known for years from my church community led to a depth of knowledge and connection with them that I would not have otherwise had. This was especially the case with one Black woman specifically. As a white woman who has cared about racial justice for years, it wasn't until participating with her in LivingUNDIVDED that I had a chance to hear her share her stories of racial discrimination."

POWER isn't stopping at relationship building. The LivingUNDIVIDED journey propels and inspires participants to action in a way that POWER believes can lead to opportunities for state-wide policy change. "[The

cohort] allowed us to build new relationships with congregations and clergy in eastern and central PA," Fuller says, "We're now engaged with leaders [...] that weren't previously involved in race-related justice work. Having these new relationships feels exciting as we look to grow our influence in the state."







TEAM & STAFF HIGHLIGHTS

Living out our values as an UNDIVIDED team.

While our mission is to cultivate good soil in other organizations, we remain deeply committed to living and working UNDIVIDED as a team. Our own team needs the nourishment of good soil in order to help others flourish.

We establish our internal policies and practices to set an example for our partners in the areas of equity, inclusion and justice. We make sure that our values, industry standards and equity are reflected in vendor selection, hiring, compensation and promotion, among other policies and procedures. We continue to remain humble, flexible and adaptable, as new standards and research best practices emerge.



"Being good soil for our team is paramount. Having a team that is diverse, inclusive, and conflict appropriate helps to build psychological safety and be a place

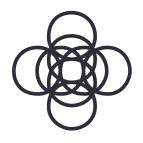
where people want to work. With a current team makeup of 46% POC, we not only state our values and missions, but live them, continuously."

-Brittany, Chief Operating Officer

Our Jesus centered values of investment, humility, courage and joy help our team stay focused on how we each live these out at work with our partners and each other. We center each team retreat, team meetings and our quarterly reviews around our values. All of these provide learning, reflection and discussion points for how they are showing up in our team.

VALUES

As our team and organization grow and evolve, we remain committed to these core values. We believe that the internal work we do to live and work undivided is a key part of the movement we are shaping.



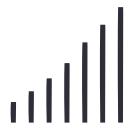
JESUS

We are committed followers of Jesus who are grounded in love, guided by Scripture, committed to spiritual formation, led by the Spirit, and passionate about the Church.



JOY

Our priority of cultivating joy helps our souls thrive.



INVESTMENT

We commit to knowledge and action, internally and externally, for racial solidarity and justice.



HUMILITY

We serve our team and submit to this mission with purpose.



COURAGE

We stand firmly in our convictions and lean humbly into our concessions.





LOOKING AHEAD

We celebrate all that God has done through UNDIVIDED in 2022. As we look ahead to 2023, it is clear that there are incredible things in store for the future.

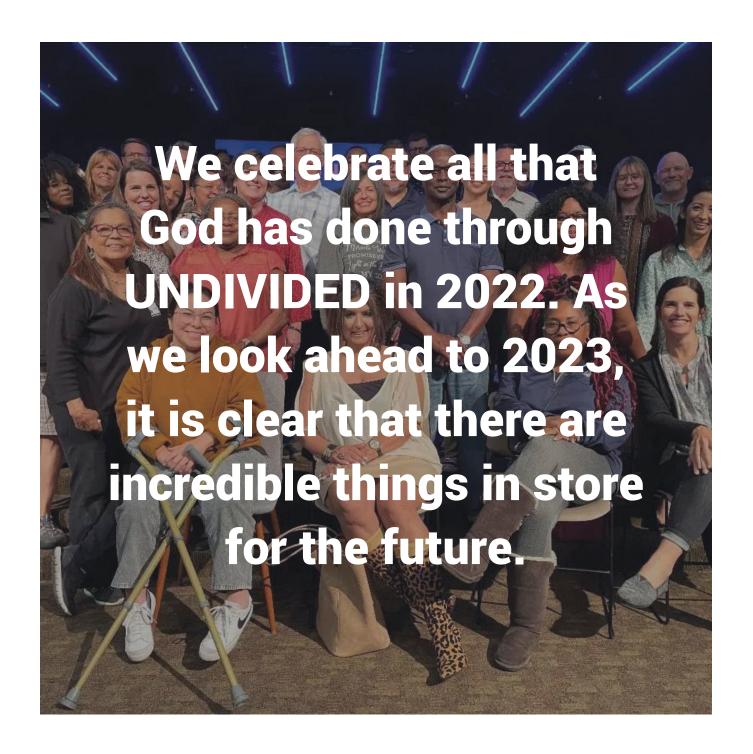
To give you a glimpse, we are launching 14 new workshops covering a wide range of topics from understanding and healing from racial trauma, to our new artist series which uses curated expressions to foster conversations on race and belonging. Additionally, later this year we will celebrate the pre-launch of our new book *Living Undivided: Loving Courageously for Racial Healing and Justice*, which is being published by Baker Books. The desire is that the book greatly expands the opportunities we have to invite even more people to come alive to the calling of racial solidarity, healing, and justice.

Toward the end of every calendar year, our team spends time getting clear on the key areas of focus for the year ahead, which we call our "Big Bets." These are the goals that guide our work, inspire our partnerships, and propel our impact through the year. These focus areas have started coming to life in initiatives like our January Hub Team training which brought together amazing teams of leaders from Cincinnati, Michigan, and Chicago to collaborate and create local movements for racial healing and justice.

Our 2023 Big Bets include:

- Fueling the Movement through increased reach and thoughtful fundraising
- Increasing brand recognition for UNDIVIDED through our marketing and promotional efforts
- Launching Hubs in cities and investing in leadership teams that will lead racial solidarity, healing, and justice initiatives in their local communities
- Continuing to nurture an organizational culture that is both smart and healthy

The success of these "Big Bets" is reliant on your continued investment and commitment to the work. To learn more about opportunities to partner with us to expand reach, invest in people, and fuel the movement visit www.undivided.us.







THANK YOU TO THOSE WHO CULTIVATED **GOOD SOIL WITH UNDIVIDED IN 2022**

AbbVie Employee Engagement Fund

Stephen & Melissa Abshire

Mary Adene May

Hannah Ahern Jennifer Albers

Alivia Alexander

John Allbrittin

Keisha Allen

Matthew Allen

American Endowment Foundation

Donna Anderson

Jean Anthony

Michael Babicke

Kathleen Bachman

Sarah Badgett

Leticia Baltes

Theresa Bardua

Catherine Basil

Curtis Battle

Beverly Bea-Reed

Dale Beck

Eric & Stephanie Beebe

Cheri Beerman

Achmed Beighle

David Bell

Sharon Bergman & Steve Heinzman

Scott Biser

Elliott Blodgett

Danny Bowman

Heather Bowman Wayne Box Miller

Quintilla Bradley

Alyssa Bredhold

Tom Bretz

Samuel Brewer

Barbara Brice Abigail Brown

Cassie Brown

Brian Brumm

Christine Buchholz

Janene Buckles

Glenn Bujnoch

Jason Bumgartner

Karen Burke

Doug Burns

Cynthia Cadet

JoAnn Calme

Stephanie Canty

Tina Cappel

Billy Cargile

Constance Carroll

Rosalie Carven

Alesia Casagrande

Mary Cassidy

Chan Zuckerberg via Silicon Valley Community Foundation

Calley Chandler

Charities Aid Foundation America

Charityvest, Inc.

Stephanie Childs

Christianity Today Beauly Cira

Virginia Clark

Mark Clift

Anita Clinton

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Krys Corley

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Stephanie Crider

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Nancy & David Fuller

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Jason Garrett Geri Geasland

John Geer

Judy Gierl

Barbara & Scot Gilb

John Giltner

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FINANCIAL SNAPSHOT

All financial information has been confirmed by an independent auditor. The audit can be provided upon request to info@undivided.com.

