



STRATEGIC PLAN 2022 – 2027

Overview of Accomplishments

The process that the New Mexico Food & Agriculture Policy Council's Strategic Planning has undertaken to date centered on equity and social justice to ensure that the Council's stated mission, vision, purpose, and values are well defined and aligned. The resulting goals, objectives, strategies, and evaluation seek to:

- clarify expectations of how the Policy Council functions, and the roles and responsibilities of members;
- increase participation and leadership by historically underserved populations and communities;
- support transparency and build trust among its many stakeholders and members;
- set forth the manner in which decisions and policy priorities are identified and pursued; and,
- nurture a respectful and supportive environment, and set of community agreements allowing for a diversity of voices and perspectives.

Each of the four sessions has built upon the previous through a brief recap of the Racial Equity Training conducted by Weave Studio in January 2022, along with additional anti-racism and equity frameworks, allowed for input in a variety of ways (via dialogue, written feedback, survey) of the Policy Council's organizational framework (Mission, Vision, Purpose, Values) and the direction of the resulting strategies. This work is ongoing through the implementation of the Strategic Plan.

This draft Strategic Plan will be presented at the August 15, 2022 Governing Board meeting for discussion and approval, along with next steps.

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Mission

Advocate for food systems that strengthen the food and farm economies in New Mexico, and encourage and advance keeping food grown, raised, and processed in New Mexico, through support, education, and policy.

Through our work we strive to enhance the health and wellness of people and communities, and to sustain natural resources.

Vision

New Mexico's food supply and farm economies are prosperous, and support the economic, cultural, environmental, and social well-being of farmers, consumers, and communities.

Purpose

- Broaden the discussion of issues to examine more comprehensively the food and agriculture systems, and how federal, state, local and tribal government and public bodies shape the food system.
- Focus on equitable food access, production, distribution, and consumption issues through a value chain philosophy.
- Create a forum by which people and the public, in conjunction with institutions involved in food and agricultural systems, including government, can meet to learn more about what each one does and consider how their actions impact other parts of the systems.
- Strive to balance a safe, nutritious, affordable, equitable and adequate food supply for all people living in New Mexico that will prevent food insecurity and hunger.
- Strive for fair and equitable food and agricultural systems that support the needs of producers and consumers economically, culturally, environmentally, and socially.
- Advocate for selected food and agricultural policy issues in various forums and venues.
- Coordinate leadership education and outreach activities and events as designated by the Policy Council that affirm the values.

Values

A just, equitable, and sustainable food system is one that provides physical, economic and community health; regenerates, protects, and respects natural resources and animals; and ensures that all people live with dignity and freedom from oppression and exploitation.

To achieve this the Policy Council must work to change policies, systems and institutional practices that:

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- Focus resources and benefits toward historically disinvested communities with particular attention to the health and well-being of all people in these communities.
- Promote resilient local food and farm economies, and strengthen the practice of sustainable agriculture and distribution of economic benefits in an equitable manner.
- Support environmental stewardship, which protects our cultural and economic assets and natural resources.
- Respect and sustain New Mexico’s traditional, cultural, and indigenous foodways.
- Create engagement around racial and social equity work, a process which is a journey and is not linear.
- Recognize the need for creative adaptation as we encounter new perspectives and additional information. Our process is to learn, practice, reflect and innovate. As such, our guiding documents are a “living framework” to be reviewed and amended as we gain new understanding.
- Encourage the viewpoints and consultations of diverse groups, agencies, organizations, and policy makers, which provide the greatest potential for sharing, learning, and developing policies that benefit our food system, enhance our local economies, honor our social integrity, and value our environment and its resources.
- Acknowledge that Policy Council members and stakeholders compose a network of organizations and coalitions striving to fulfill the goal of racial and social equity within food, farming, and ranching systems.
- Hold each other accountable to these values and work together to collaboratively address equity (gender, racial, social, and economic) issues that affect our communities and those we represent.
- Support the leadership, decision-making, and community self-determination of Policy Council stakeholders and members by ensuring full-participation, representation, and voice of diverse populations, sectors, and communities within the food system, inclusive of small and medium scale farmers, ranchers, laborers and workers across the food chain, communities of color, indigenous peoples and sovereign nations, low-income individuals, women, people of differing sexual orientation, of non-confirming gender, veterans, people with disabilities, youth, and future leaders.

Equity Statement

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A just, equitable, and sustainable food system is one that provides physical, economic and community health; regenerates, protects, and respects natural resources and animals; and ensures that all people live with dignity and freedom from oppression and exploitation. As defined by food equity advocates, health equity within the food system supports opportunities for everyone to be as healthy as possible, physically, mentally, socially, culturally, and spiritually.

The Policy Council comprises a network of diverse organizations, coalitions, and individuals that come together to fulfill the goal of racial and social equity within food, farming, and ranching systems. Policy Council members hold each other accountable to these values and work collectively to address equity (gender, racial, social and economic) issues that affect our communities and those we represent.

Issues Statement

New Mexico's food value chain is vulnerable, with a disproportionate emphasis on exporting food outside of the state, insufficient food processing, storage and distribution systems, deficient systems to ensure health and natural resources, and inefficient plans to sustain and grow the agricultural economy of New Mexico.

Community Agreements

- Together we know a lot, alone we don't know it all
- Take space and make space, in other words speak your truth and allow others to speak their truth.
- We ALL have a role in this work.
- Do your best; be curious and respectful.
- Practice holding multiple truths and sitting in the uncomfortableness of hearing things you may not agree with.
- Lean into discomfort – it's how we grow.
- Uphold what's confidential – what we learn goes with us; what we say, stays here.
- Listen to understand.
- Create dialogue rather than trying to make your point.
- Acknowledge the difference between having an intention and making an impact.
- Push past "business as usual."
- Focus on systems change (because oppression is intertwined with norms).
- When dismantling systems of oppression, focus on creating new ways of being that honor us all

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We Look To

- **Actualize** a socially conscious, clear, and impactful vision and mission that affirms the Policy Council's stated values.
- **Embrace** practices and policies that unite efforts across the food and agricultural system through authentic equity-based engagement.
- **Establish** community agreements and administrative protocols that unite efforts.
- **Energize** action that honors and draws the wisdom, histories, lessons, and best practices from New Mexico's distinctive cultural heritage
- **Inspire** engagement and commitment by Policy Council members and allies.
- **Produce** actionable priorities, timeline, processes, and practices.
- **Celebrate** successes, achievements, and each other

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STRATEGIC GOALS, OBJECTIVES and STRATEGIES

[View Action Plans [\(insert link-TBD 2023\)](#) and Dashboard [\(insert link-TBD 2023\)](#)]

GOAL 1: ENSURE THAT POLICY EFFORTS OF THE COUNCIL ALIGN WITH THE COUNCIL'S VALUES, MISSION, AND PURPOSE.

OBJECTIVES

OBJECTIVE	STRATEGY
1. Establish criteria for policy prioritization and a tool/approach to identify NMFAPC's policy areas (including federal policy) and identify barriers to opportunities.	1) Explore issues across the value chain and identify potential policy strategies. Include federal policy committee issues (pesticides, GMO seeds, Farm Bill, child nutrition, etc.
	2) Establish criteria (a framework and analysis criteria) to identify policy areas (including federal policy) and identify barriers to policy opportunities.
	3) Review and update policy prioritizing tier structure, as stated in the NMFAPC Governing Document, to meet the decision-making needs/goals.
	4) Review how policy priorities are working or not.
2. Identify and measure desired change(s) using a Theory of Change model.	1) Form a committee to create a Theory of Change model and monitor its effectiveness. 2) Provide learning opportunities to increase understanding of effective policy work, using qualitative and quantitative data to identify issues and root causes; monitoring and measuring change; and providing feedback to determine if the policy strategy is working.. 3) Promote our Theory of Change process and related resources through marketing and on the website.

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<p>3. Engage strategic partners to advance policy strategies.</p>	<ol style="list-style-type: none"> 1) Identify and reach out to strategic partners. 2) Engage in ongoing administrative advocacy. 3) Continue our work on statewide nutrition programs. Support and monitor the “Strategic Framework for Food Initiative.” (This is the state's rebranding of the Food, Hunger and Farm initiative) 4) Identify who are allies in alignment with NMFAPC values for state and federal policies.
<p>4. Support engagement by Council membership in policy areas.</p>	<ol style="list-style-type: none"> 1) Do events such as a New Mexico "drive in" version of the federal "fly-ins"? 2) Continue to do the annual Civic Engagement Trainings and other related initiatives such as the civic engagement curriculum and lesson plans accepted as a statewide initiative. 3) NMFAPC will identify and engage in other events led by our partners/members that align with our values. 4) Continue to do the annual Food & Farms Day.

GOAL 2: DEVELOP THE OVERALL CAPACITY AND DIVERSITY OF THE COUNCIL'S LEADERSHIP

OBJECTIVES

OBJECTIVE	STRATEGY
<p>1. Develop organizational shared leadership</p>	<ol style="list-style-type: none"> 1. Create and support shared-leadership models, processes and pathways within NMFAPC structures and processes for member and participant engagement with the Council. Key initiatives to consider may include: <ol style="list-style-type: none"> a. Craft ‘bios,’ share interests, aspirations, what they want to gain by engaging with the council, and to select leadership roles they would want to be considered for. b. Establish a process or protocol to recognize members and participants for leadership in meetings and other forums (e.g. newsletter, events, etc.).

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	<ul style="list-style-type: none"> c. Identify actions and opportunities to support shared leadership. Commit to create space for developing trust and continued discussion and learning around shared leadership issues and attend to things that cause division. d. Encourage peer-led working groups to bring forward ideas and solutions to the larger group. e. Create opportunities for members/participants to share the work that they do with the council (in meetings, newsletter, with legislators, etc.).
<p>2. Expand diversity of Council membership.</p>	<ul style="list-style-type: none"> 1. Explore and attend to barriers that prevent people from under-represented populations and with lived experience and knowledge from participating in the Council. Explore options to open pathways in time, commitment, etc. 2. Build capacity and skills of members (in particular with people who are from under-represented communities). 3. Undertake processes (like the National Young Farmers' Coalition survey) to help frame needs, opportunities or questions related to under-represented communities to guide implementation.
<p>3. Establish/improve structures that augment organizational capacity and leadership</p>	<ul style="list-style-type: none"> 1. Review the Governing Document at least every 3 years and revise as needed to include protocols around election of the Governing Board members. 2. Create shared definitions and terms, including clarity around definitions related to: who the Council represents and why, membership criteria, values, define farmer/farming/conservation/stewardship/health, identify words that are not helpful (trigger words). 3. Create, share, and reinforce community agreements and clear decision-making protocols for what to do if someone does not follow the agreements. 4. Clarify/formalize NMFAPC's relationship with Farm to Table 5. Clarify policies or guidelines around participation in the Policy Council, including sexual harassment policy and anti-racism policies.

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<p>4. Generate financial and other resources to increase the capacity of the Council to fulfill its mission and strategic goals.</p>	<p>1. Expand financial and other resources to compensate staff, interns, governance leaders, and members to assist with Council committees and other activities.</p>
<p>5. A mentored/ peer learning policy cohort is established to provide hands on learning and skill development to carry out NMFAPC policy initiatives.</p>	<p>1. Establish resources for and the goals, selection process, methods, roles and responsibilities of mentored/ peer learning policy cohort program participants.</p>

GOAL 3: DEFINE AND EXPAND COUNCIL MEMBERSHIP AND PARTICIPATION

OBJECTIVES

OBJECTIVE	STRATEGY
<p>1. Revisit Membership Guidelines and benefits to ensure it aligns with the Council's mission, vision and values.</p>	<p>1. Revisit Membership Guidelines, benefits and application and clarify distinction between members and participants. 2. Communicate membership benefits, responsibilities and values. 3. Conduct an annual evaluation of membership.</p>
<p>2. Expand paid memberships by a minimum of 40 annually/by next renewal date with consideration of geographic location, types of communities (rural, frontier, semi-urban, colonias, etc.) role within the</p>	<p>1. Explore and implement ways to address barriers to paid memberships which impact under-represented populations (ex. Fee optional, scholarships, other) 2. Identify who is not (and why they are not) at the table and explore how we conduct outreach and organizing (organizing strategy, membership through expansion, understanding difference between outreach and organizing). 3. Analyze who/why some groups left or have become less active.</p>

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food system. [2021-22 had 25 paid members]	4. Create and distribute membership marketing materials
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APPENDIX A

DEFINITIONS (This is a starting place. These definitions need to reflect how we see ourselves, how we work, and what our vision is.)

AGRICULTURE (*noun*) the science, art, or practice of cultivating the soil, producing crops, and raising livestock and in varying degrees the preparation and marketing of the resulting products [Merriam-Webster Dictionary](#)

Agriculture includes specialized disciplines and two main divisions: plant or crop production (agronomy and horticulture) and animal or livestock production; definitions can include fisheries, forestry, and other activities. The words “growing” and “raising” are descriptive of enterprise, activity, or practice.

Agriculture, also called farming or husbandry, is the cultivation of animals, plants, fungi, and other life forms for food, fiber, biofuel, and other products used to sustain human life. [What is Agriculture?](#)

Community-supported agriculture (CSA) a system in which a farm is supported by local consumers who purchase prepaid shares in the farm's output which they receive periodically throughout the growing season [Merriam-Webster Dictionary](#)

CSA a community of individuals who pledge support to a farm operation so that the farmland becomes, either legally or spiritually, the community's farm, with the growers and consumers providing mutual support and sharing the risks and benefits of food production. By direct sales to community members, who have provided the farmer with working capital in advance, growers receive better prices for their crops, gain some financial security, and are relieved of much of the burden of marketing." [Sustainable Agriculture: Definitions & Terms](#)

Alternative Agriculture/Farming encompasses a vast array of practices and enterprises, all of which are considered different from prevailing or conventional agricultural activities. "They include nontraditional crops, livestock, and other farm products; service, recreation, tourism, food processing, forest/woodlot, and other enterprises based on farm and natural resources (ancillary enterprises); unconventional production systems such as organic farming or aquaculture; or direct marketing and other entrepreneurial marketing strategies." [Sustainable Agriculture: Definitions & Terms](#)

Agrobiodiversity a fundamental feature of farming systems around the world. It encompasses many types of biological resources tied to agriculture and includes not only a wide variety of species, but also the many ways in which farmers can exploit biological diversity to produce and manage crops, land, water, insects, and biota. [Sustainable Agriculture: Definitions & Terms](#)

Genetically Modified Organisms (GMOs) farmers have practiced biotechnology in the broadest sense (i.e. plant and animal breeding to achieve certain traits) for thousands of years, recent breaking of the genetic code has pushed this science into a new era. Genetic engineering differs significantly from traditional biotechnological techniques in that DNA from different species can be combined to create completely new organisms. Whether this technology is compatible with sustainable agriculture, and if so, in what ways, provokes much controversy among sustainable agriculture advocates. Products such as plants engineered for herbicide tolerance or insect resistance, and bacteria engineered to produce drugs for livestock may point to reduced chemical use and other sustainable applications. However, the Union of Concerned Scientists' list of potential risks related to GMOs include those to human health--new allergens in the food

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supply, antibiotic resistance, production of new toxins, concentration of toxic metals...--gene transfer and increased weediness, poisoned wildlife, creation of new or worse viruses, and other, so far, unknown harms. [Sustainable Agriculture: Definitions & Terms](#)

Holistic Management® (HM) Model a proven, whole farm/whole system approach originated by Allan Savory to resource management that incorporates financial planning, land planning, grazing planning and biological monitoring. The process increases soil health, reduces erosion, improves biodiversity and enhances productivity by working with Nature." [Sustainable Agriculture: Definitions & Terms](#)

Integrated Farming Systems (IFS)/Integrated Food and Farming Systems (IFFS) farming research and policy programs have begun to recognize that by viewing farms and the food production system as an integrated whole, more efficient use can be made of natural, economic, and social resources. Included in this concept are the goals of finding and adopting "integrated and resource-efficient crop and livestock systems that maintain productivity, that are profitable, and that protect the environment and the personal health of farmers and their families," as well as "overcoming the barriers to adoption of more sustainable agricultural systems so these systems can serve as a foundation upon which rural American communities will be revitalized." [Sustainable Agriculture: Definitions & Terms](#)

Sustainable Agriculture the goal is to meet society's food and textile needs in the present without compromising the ability of future generations to meet their own needs. Practitioners seek to integrate three main objectives into their work: a healthy environment, economic profitability, and social and economic equity. Every person involved in the food system—growers, food processors, distributors, retailers, consumers, and waste managers—can play a role in ensuring a sustainable agricultural system. [UCDavis-What is Sustainable Agriculture?](#)

Sustainability commits us to ensure well-being for people, animals, and the lands and waters we all depend on for life, now and in the future. We know that the health of our food system is interdependent with that of these lands and waters, as well as of our democracy, our culture and our economy. [Food Solutions New England Pledge](#)

FARM defined by USDA as any place that produced and sold—or normally would have produced and sold—at least \$1,000 of agricultural products during a given year. Note: If a place does not have \$1,000 in sales, a "point system" assigns dollar values for acres of various crops and head of various livestock species to estimate a normal level of sales. For farms with production contracts, the value of the commodities produced is used, not the amount of the fees they receive. [U.S. Department of Agriculture \(USDA\), Economic Research Service \(ERS\): Glossary, May 24, 2022](#)

Farm Typology USDA ERS groups relatively similar farms. The typology is defined by the farm's gross cash income (GCFI), the primary occupation of the principal operator, and whether the farm is a family farm. The farm typology combines farms into three groups:

1. **Residence farms:** Farms with less than \$350,000 in GCFI and where the principal operator is either retired from farming or has a primary occupation other than farming.
2. **Intermediate farms:** Farms with less than \$350,000 in GCFI and a principal operator whose primary occupation is farming.
3. **Commercial farms:** Farms with \$350,000 or more GCFI and nonfamily farms.

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Gross cash income includes the farm's sales of crops and livestock, government payments, and other farm-related income but excludes revenues that do not accrue to the farm (value of production accruing to share landlords or production contractors). [USDA ERS: Glossary, May 24, 2022](#)

Small-Scale Family Farms (Retirement farms, Off-farm occupation, Farming-occupation farms) USDA defines a small farm as an operation with GCFI under \$250,000. Within that group are commercial and noncommercial farms. [USDA Research & Science](#) Low-sales farms: GCFI less than \$150,000 Moderate-sales farms: GCFI between \$150,000 and \$349,999 [USDA ERS-Farm Structure & Contracting](#)

Mid-Size Family Farms (GCFI between \$350,000 and \$999,999) [USDA ERS-Farm Structure & Contracting](#)

Large-Scale Family Farms (GCFI of \$1,000,000 or more) Large farms. Farms with GCFI between \$1,000,000 and \$4,999,999. Very large farms. Farms with GCFI of \$5,000,000 or more. [USDA ERS-Farm Structure & Contracting](#)

COUNCIL an assembly of persons summoned or convened for consultation, deliberation, or advice. A body of persons specially designated or selected to act in an advisory, administrative, or legislative capacity. [Merriam-Webster Dictionary](#)

Food Council community-based coalitions, created to help build a more just and sustainable food system. A food council's role is to engage, connect, educate, and recommend program and policy change. [Community Food Strategies](#)



Sustainable Economy (SE): Our farms and local food businesses sustain farmers, owners and workers and contribute to New Mexico local and state economies.



Regenerative (R): New Mexico has a diverse and resilient food system that protects our cultural and economic assets and natural resources.



Equity (E): All peoples in New Mexico have access to nutritious, New Mexican grown food; especially historically underserved populations such as children, older adults, incarcerated, and those living in poverty.

DISCRIMINATION the unfair or prejudicial treatment of people and groups based on characteristics such as race, gender, age or sexual orientation. Laws are in place to protect people from discrimination in housing and employment. For many people, discrimination is an everyday reality. Smaller, less obvious examples of day-to-day discrimination – receiving poorer service at stores or restaurants, being treated with less courtesy and respect, or being treated as less intelligent or less trustworthy – may be more common than major discrimination. [Discrimination: What it is, and how to cope](#)

Microaggressions day-to-day discrimination such as snubs, slights and misguided comments that suggest a person doesn't belong or invalidates his or her experiences. [Discrimination: What it is, and how to cope](#)

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EQUITY is often related to justice or proportional fairness. In society, equal treatment does not always produce an equitable result. [Merriam-Webster](#)

Health Equity, defined by food equity advocates as a food system that supports opportunities for everyone to be as healthy as possible, physically, mentally, socially, [culturally] and spiritually. [Michigan Good Food Charter](#)

Good Food is...

HEALTHY Provides nourishment and enables people to thrive.

GREEN Produced in a manner that is environmentally sustainable.

FAIR No one along the production line was exploited for its creation.

AFFORDABLE All people have access to it. [Michigan Good Food Charter](#)

The route to achieving equity will not be accomplished through treating everyone equally. It will be achieved by treating everyone equitably, or justly according to their circumstances. [Race Matters Institute](#)

FOOD SYSTEM an interconnected web of human activities that links food production, processing, distribution, and consumption with human health and the environment. Organizing frameworks operate at multiple, interdependent scales from household to agroecosystem, community, regional, state, national, and global levels. All aspects of food systems are shaped by their cultural, socioeconomic, political, and environmental contexts. [Washington State University](#)

Community Food System integrates food production, processing, distribution, marketing, and consumption in the context of a particular place. The geographic boundaries of a community food system "can be as small as a neighborhood or as large as a town or city, including its nearby growing region" as determined by the residents themselves ([Garrett and Feenstra 2001](#)). The concept typically encompasses goals of food security and equitable access to healthy foods, improving the well-being of farmers and farmworkers, and optimizing environmental and economic benefits. [Washington State University](#)

Local/Community Food System "is a collaborative effort to integrate agricultural production with food distribution to enhance the economic, environmental, and social well-being of a particular place (i.e. a neighborhood, city, county or region)." [Sustainable Agriculture: Definitions & Terms](#)

Foodshed most often attributed to Arthur Getz, uses the analogy of a watershed to describe "the area that is defined by a structure of supply." Getz used the image of a foodshed to answer the question of "where our food and regional food supply system works." Inherent in this concept, he emphasized, was "the suggestion of a need to protect a source, as well as the need to know and understand its specific geographic and ecological dimensions, condition and stability in order for it to be safeguarded and enhanced." [Sustainable Agriculture: Definitions & Terms](#)

Food Circle a "dynamic, community-based and regionally-integrated food systems concept/model/vision. In contrast to current linear production-consumption systems, the food circle is a production-consumption-recycle model. A celebration of cycles, this model mirrors all natural systems and is based on the fact that all stable, biological and other systems function as closed cycles or circles, carefully preserving energy, nutrients, resources and the integrity of the whole." [Sustainable Agriculture: Definitions & Terms](#)

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Food Miles the distance food travels from where it is grown or raised to where it is ultimately purchased by the consumer or end-user. "Local food systems can reduce 'food miles' and transportation costs, offering significant energy savings. Consumers also benefit from fresher, better-tasting, and more nutritious food, while more food dollars stay within rural communities." [Sustainable Agriculture: Definitions & Terms](#)

RACE is socially constructed, created (and recreated) by how people are perceived and treated in the normal actions of everyday life. Marable, M. (2001). Structural Racism and American Democracy. *Souls*, 3(1), 6–24. <https://doi.org/10.1080/10999949.2001.12098159>

RACIAL EQUITY TRAINING, Interaction Institute for Social Change hosted by NMFAPC, January 2022

Oppression: Prolonged, unjust treatment or control, *intentionally or unintentionally*, of one social group by other social groups.

Power: The ability to decide who has access to resources or the capacity to direct or influence the behavior of others, oneself, and/or the course of events.

Privilege: Unearned benefits, advantages, immunities, or access to resources given to people as a result of their membership in an advantaged social group. Privilege is often invisible to those who have it.

RACISM a system of structuring opportunity and assigning value based on the social interpretation of how we look (which is what we call 'race', that unfairly disadvantages some individuals and communities, unfairly advantages other individuals and communities, saps the strength of the whole society through the waster of human resources. [Confronting Institutionalized Racism](#), UNM Health Sciences, April 2015

3-Types of Racism [Gardener's Tale allegory](#) illustrates [framework](#) for understanding 3-types of racism, [Dr. Camara Phyllis Jones](#)

1. [Institutionalized](#) racism manifests itself both in material conditions and in access to power.
2. [Personally mediated](#) racism manifests as a lack of respect, scapegoating, devaluation & dehumanization.
3. [Internalized](#) racism manifests as an embracing of 'whiteness', self-devaluation, resignation, helplessness, and hopelessness.

Structural Racism in the U.S. has been defined as the "normalization and legitimization of an array of dynamics—historical, cultural, institutional, and interpersonal—that routinely advantage Whites while producing cumulative and chronic outcomes for people of color." [Kelly R., Pirog, R., Carr, K., Guel, A., Henderson, J., Wilcox, K., Wimberg, T., García Polanco, V., Babayode, D., Watson, K., & Nelson, E. \(2022\). *An annotated bibliography on structural racism present in the U.S. food system* \(9th ed.\). Michigan State University Center for Regional Food Systems.](#)

Undoing Racism © - Racism is the single most critical barrier to building effective coalitions for social change. Racism has been consciously and systematically erected, and it can be undone only if people understand what it is, where it comes from, how it functions, and why it is perpetuated." www.pisab.org/UndoingRacism®