

A SWOT Analysis of the Concerned Black Alumni of Princeton, Inc. CBAP



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1 Introduction

In May 2020, George Floyd was murdered in Minneapolis. While events like this have become too normal in the United States, the nature of the killing and the witness made possible by social media elevated this to an extraordinary level. NBC later reported that “the world changed May 25, 2020.” The Director of the White House Office of Public Engagement noted:

“It was an inflection moment to take a hard look at ourselves, and it was something I think most Americans were not proud of and alarmed by.”

The impact landed at Nassau Hall as well. On May 31, 2020 — only one week later — Princeton University President Chris Eisgruber offered the following:

“We all have a responsibility to stand up against racism, wherever and whenever we encounter it. Commitments to diversity, inclusivity, and human rights are fundamental to the mission of Princeton University. I ask all of us to join the graduates in the Class of 2020 in their quest to form a better society, one that confronts racism honestly and strives relentlessly for equality and justice.”¹

Much of this work is unglamorous, focused not on flashy symbols but on the nuts and bolts of university management. That is essential: to care about eradicating systemic racism, one has to care about systems. The Cabinet understands how to interrogate and improve the University’s systems, and I am proud of the dedication and imagination brought to the charge I gave its members. We expect our work to continue throughout this year and beyond...²

Less than a month later, President Eisgruber announced that Princeton University had begun to act, but also offered that “we obviously need to do even more.”³ Six days later, on their own accord, a group centered by the Princeton Class of 1976 and others held their first meeting of what would become known as CBAP.⁴

CBAP was not in isolation. On July 4, 2020, a letter was sent to President Eisgruber and the Princeton leadership signed by 480 Princeton University faculty members urging them to make several concessions to support anti-racism practices and issues at the university. As well, 1,570 recently graduated students

¹ [2020 Commencement Address by President Eisgruber](#)

² [Letter from President Eisgruber](#) on the University’s efforts to combat systemic racism, September 2, 2020.

³ [President Eisgruber calls on University leadership to confront realities and legacy of racism at every level of our institution.](#)

⁴ <https://marigold-silver-c48z.squarespace.com/our-history>.

sent a letter to the President and Princeton leadership and signed a petition in addition to a petition from over 500 graduate students and alumni.⁵

Things started quickly. The pieces were put together; people were activated; and nine months later the first meeting with Princeton University was held. More meetings followed and a proposal to develop a Center for the study of racism was written, adopted, and disseminated.

By the time of this writing in December 2023, the organization captures a solid footing and has done much worth reflection. However, little progress has been made to establish the Center. Burnout is apparent as the expectations have not yet produced a viable outcome, resulting in people leaving CBAP and also creating difficulty attracting new talent for the organization.

This document is part of a process to establish CBAP for the next phase of its operation; to strengthen the organization by building on the pieces that have worked well and fixing some of those that serve only to hinder progress. This is a natural process for non-profit, volunteer-based organizations. This is an excellent opportunity to revisit the original mission and decide on directions forth.

While it may not be an overly dramatic process, there are CBAP members who say this is a critical time for the organization and that work must be done to ensure CBAP remains afloat, let alone a Center to fulfilled.

"This [strategic plan process] is our Hail Mary Pass."

This statement may be melodramatic, but it captures much of the tone of members we spoke with between late spring to November 2023. The ideal wasn't to throw in the towel or suggest that the process can't work; it simply serves as a notation that the current model hasn't resulted in successfully engaging Princeton University or attaining the CBAP Goal of establishing a center to combat racism at Princeton University.

A critical part of a strategic plan is the utilization of a SWOT Analysis to identify the Strengths, Weaknesses, Opportunities, and Threats to the organization. The SWOT allows organizations to take an in depth and reflective review of their practices as well as develop a better understanding how they fit in the marketplace, whether in business, non-profit management, or academics. For this discussion, we define the components of SWOT as follows:

The chart below identifies the SWOT insights based on the information gathered for this project. The following section provides detail on these insights.

⁵ [Undergraduate SPIA student Petition](#); [Graduate SPIA Student Petition](#).

Exhibit 1. CBAP SWOT Analysis

STRENGTHS	WEAKNESSES
1. Strong Core of Volunteers 2. Detailed Organizational Structure, Mission, and Plan 3. Affinity with Princeton University	1. Organizational Burden and Processes 2. Personalities and Decorum 3. Lack of Funding 4. No Clear Business Plan 5. Communications 6. The Name — “CBAP”
OPPORTUNITIES	THREATS
1. Societal Opinion on Racism 2. Funding 3. Partnerships 4. Member Recruitment 5. Redefinition of or Recommitment to the Mission	1. Time 2. Princeton University 3. Other External Organizations

2 Strengths

STRENGTHS refers to the positive attributes that CBAP has to help work towards stated goals. This is down through a review of “resources, capabilities, and competitive advantages (Vestil, 2023). Internal strengths may include the practices/strategies, products, financial resources, assets, and human resources, among others at CBAP. External strengths include outside issues that can impact the organization, such as the practices and expectations at Princeton University.

CBAP is buoyed by three particular strengths: a strong score of volunteers; a detailed structure, mission, and plan; and an affinity with Princeton University.

2.1 A Strong Core of Volunteers

CBAP is buoyed by an extraordinarily strong group of committed Princeton University alumni dedicated to the eradication of racism. As described by one member, the strength of the organization comes from “the collective energy and wisdom that comes with all of the people who have been a part of the entire process.” There is a sense of commitment amongst the group the is dedicated and passionate. In the words of another, the leadership and volunteers continue to “show up.”

Important to this group is the breadth of their expertise and experience. Lawyers, politicians, financiers, doctors, non-profit leaders, entrepreneurs, and grassroots leaders all provide the makeup of the organization. This provides an essential broad perspective about CBAP in terms of what it does and what it hopes to be.

Certain members are well positioned to help CBAP reach its goals in terms of understanding how Princeton University functions as well as lines on potential fundraising opportunities. Many of these people are respected in their disciplines outside Princeton and even around the world. Others have been instrumental in creating an organization that is built to succeed if given the opportunity.

Certainly, the nucleus of members exists to succeed in CBAP's endeavor.

2.2 Detailed Organizational Structure, Mission, and Plan

CBAP is buttressed by a very clear mission and identity that is shared amongst its membership: establishing a university-based Center to combat and eradicate racism. "Our goal is very clear. We want to build a center. I feel potential volunteers/supporters can grasp."

The preparation and dissemination of a detailed proposal and framework for the potential center is central to the efforts of CBAP. The document created through countless hours of volunteers of the organization clearly elucidates what the organization hopes to do within the short and medium terms, while also illustrates the potential benefits to stakeholders, including Princeton University.

Much time was prepared in establishing the organization with a business model in order to best work towards its goals. By-laws were created as well as an organizational design via a set of committees provide a scaffolding for organization. The establishment CBAP as a 501(c)3 non-profit organization provides a platform for CBAP to raise money outside of Princeton University and create its own platform for success regardless of the perspectives of the University.

2.3 Affinity with Princeton University

All CBAP members share one particular affinity: they are all graduates of Princeton University. Their shared alliance, experience, and perhaps even "love" for their alma mater serves as essential bonds that hold the organization together in addition to their shared dedication to and concern for the issues related to the eradication of racism.

Princeton University is arguably one of the most respected universities in the world and consistently holds the top spot in various university rankings.

Many of the CBAP members have been closely involved with the University as alumni donors and participants over the years. There are members who remain very closely involved with the University and are well acquainted with university leadership. These linkages can serve as pathways to success for CBAP if strategically utilized.

3 Weaknesses/Challenges

WEAKNESSES refer to the areas of CBAP that may be holding it back and require strengthening. This may include insufficient resources, Board and volunteer turnovers, insufficient operational plans, underestimated external markets, or outdated practices. The identification of weaknesses is critical to understanding where CBAP can improve.

CBAP has particular weaknesses and/or challenges that act as barriers to positive movement forward. These are not all equal; certain weaknesses are more problematic than others, including basic organizational burdens, personalities, and communications amongst others.

3.1 Organizational Burden and Processes

The organization was established with the right intent to make it a well-functioning entity, and, for the most part, it has met this challenge. The cost of this may be an over-burdening of bureaucracy that has bogged down the organization's productivity, especially in the most recent year.

"We have become more compliance oriented than mission oriented."

3.1.1 Committee Structure

It can be argued that there are too many committees resulting in too many meetings (see next bullet). It seems that committees could be consolidated and streamlined to be more effective, given that the committees are uneven in terms of workload and responsibility.

An added issue is that too many people sit on too many committees. There are examples where certain members sit on 3, 4, or even 5 committees, requiring them to have 5-10 meetings within a month on occasion. The organization should strive to delineate involvement to incorporate more input from members while also allowing broad input through general meetings. It would be best if the committees were consolidated to 4 or 5 at most and an expectation that no one will sit on more than two committees to avoid burnout.

3.1.2 Too Few Doing Too Much

Also like many organizations, CBAP has a core group of people who do much of the work with others looking in. It is not apparent whether this is because the 'doers' prefer it this way or that others are unwilling to take on leadership responsibilities. A secondary result of this is that, with fewer people pushing the agenda, it takes longer to achieve short-term goals given that a singular person may be responsible for three different activities instead of one.

There needs to be an equalization in effort and responsibility among the Board members and perhaps more inclusive of who are not on the Board. We talked with several members who articulated a "burnout" feel for themselves and their colleagues. The real challenge is that the current model fails to optimize CBAP's human capital. If not adequately dealt with, the organization could implode due to exhaustion.

"The biggest challenge is efficiency. Being such a tight group leads to inefficiency when it comes to getting things done."

3.1.3 Less Meetings, More Focus

In our discussions, we heard that (a) there are too many meetings; (b) meetings are too long; and (c) they are not well enough organized. Surely there is some variance across time and committee, but this was a general comment.

As discussed under structure, the organization would benefit from fewer, more structured and concise meetings. While open forums should be encouraged, they should also be limited and focused. A chair or moderator needs to keep meetings in check. We heard that agenda were sometimes unavailable and minutes either not prepared or disseminated. Some members felt that chairs did not always run the meetings effectively.

3.2 Personalities and Decorum

Every organization has personality conflicts and CBAP is no different. It has been said that some of these conflicts emanate from strong personalities while others describe it as people simply turning on each other when not enough is being accomplished. It was noted that there are some "I know what is best" personas in the group. In addition, there is the suggestion that a misogynistic attitude is at hold among certain members as well as a "bully" nature. As with all organizations, these extremes, from the loudest to those who fight to offer a voice, must be balanced. Per Quincy Jones sign at the 'We Are the World' recordings: "Check your egos at the door."

"There seems to be a desire for some members to be 'disagreeable.'"

3.3 Lack of Funding

We have heard about the potential for large donations from philanthropists for CBAP. The process of securing large-scale gifts is very challenging and requires opportunity + tact. It appears that leadership is making the necessary small steps towards future funding, but here in Year 4, there are no large gifts to date.

Funding is ultimately critical to reaching the goal of a Center at Princeton University. Perhaps most importantly, large donations (e.g., \$10M+) can serve as a lever for future discussions with the university which, to date, have been disappointing at best. Although the university says that money doesn't matter, history clearly shows that it can play an important role.

In our discussions, members discussed a lack of imagination in CBAP's fundraising strategy. Perhaps the biggest issue may be the limited communication of strategy to the Board and CBAP members in general. Once Board and other members are fully informed of the strategy, they need to have participation in the fundraising strategy.

3.4 No Clear Business Plan

The CBAP proposal provides a well-articulated rationale and plan for a future Center at Princeton University. What perhaps is missing is a similarly articulated business plan or model for (a) how to get there and (b) how the Center would/could operate. While Princeton University has made it clear that any future center would have to be crafted by the faculty, it still behooves CBAP to have a malleable plan in place for at least planning purposes. Potential funders would want some details on how the funding would be used in the proposed center, which is not articulated in the CBAP proposal. Perhaps some effort could outline a potential structure leading up to and through the establishment of the Center.

What would CBAP do with the funding? Would it provide dedicated grants to individuals, departments, or even colleges, within and beyond Princeton University? Would it develop publications and newsletters and even journals on the topics of racism? Would it host invitational seminars and symposia? Many of these ideas have been discussed but there is not a plan listing the possibilities. Understanding these possibilities influences fundraising and perhaps the skillsets to target for a future executive director.

Currently, the center is focused on a singular strategy: the development of a "center." A business plan could provide alternate pathways and versions of how to attain funding and operate a center as well as how a center is defined. We talked with members about how they interpret a "center." Some were strongly devoted to a "bricks and mortar" building at Princeton University. Others were less focused on the physical place or building rather than focusing on the work. In truth, the latter may serve as the initial step towards the former, meaning that a virtual center that attracts funding and provides internal and external funding to academics, researchers, scientists, and policymakers may serve in a longer term towards a physical presence. It may be worth the organization articulated other potential avenues rather than one, distinct pathway.

Additionally, CBAP will have to take into account feedback from University administrators that faculty will have to play the dominant role in developing the business plan. A core element of successful for the organization will be to develop a strong working relationship with key faculty committed to developing the Center. (See discussion in "Communications")

3.5 Communications

Internal and external communications can be improved. Internally, there isn't always clarity about directions moving forward between committees. The communication within committees seems appropriate, but the sharing across is not always suitable, according to some.

"There are a number of people who are doing a lot of work, and my biggest criticism of those people, is that we fail to effectively communicate all of what is going on."

More communication about timelines and expectations should be encouraged so that Board and other members are inside on the decision-making process. The unevenness in communications may impact the retention of CBAP members.

External communications, including to the general membership but also to Princeton University and other potential stakeholders, can also be improved. Beyond the proposal and a Daily Princetonian article, there is very little available. Conversely, the Sunday Meetings and guest speakers have been applauded by most of the people we spoke with.

Communications with Princeton University have been unsuccessful to date, although there may be promise with SPIA more than any other entity at the university. It has been said that the organization has focused too much on the essence that the proposal is the "right thing" to do. Universities and businesses are not always in the business of doing the right thing; there has to be more to the plan than simply resting on the appropriateness, ethics, or even morals of the proposal. It has to make business sense and discussions with Princeton University need to take into consideration both business and academic perspectives.

The reality is that Princeton University has their way of doing things and CBAP needs to align itself as much as possible to the Princeton “way.” If CBAP comes across as “the CBAP way or the highway,” it will be unsuccessful. Special effort needs to be taken to illustrate to Princeton University that CBAP is working within their framework. CBAP should continue to emphasize that it was formed in support of the student and Faculty petitions. The President of Princeton University has the authority to sink any CBAP proposal with a single email if so desired.

3.6 The Name — “CBAP”

Depending on perspective, this either “is” or “is not” an issue. The organization was established in 2020 as the “Concerned Black Alumni of Princeton” by a group of Black alumni. Over time, other non-Black members have joined; still focused on the pursuit of justice and eradication of racism stemming most recently from the George Floyd murder. It has been raised whether the name potentially has a negative impact on marketing and fundraising. The goal of the organization is to create *The James Collins Johnson Center to Combat Racism* at Princeton University. Thus, the name of the center and the organization are distinct.

Several members see the current name as important given the history of Princeton University with regard to diversity, as well as the recent events that have spurred Princeton and the nation to review and renew a call for action. Others have suggested that a change in name would encourage inclusion and serve as a better face forward.

Both can work, but the organization should have an inclusive discussion about which way to move with regard to name.

4 Opportunities

***OPPORTUNITIES** include external factors that can help leverage CBAP success. This often includes political or marketing environments, institutional policies and practices, and changes in societal expectations or pressures resulting in demand shifts. Understanding the opportunities external to CBAP is essential to finding gaps or areas where the strengths of the organization can fit.*

There are a number of opportunities available to CBAP to move forward. While the weaknesses should be carefully considered, there are plenty of things that bode well for the organization as it works towards its mission and goal.

4.1 Societal Opinion on Racism

Four hundred years into the American experiment, racism remains omnipresent in daily life across the country, either in a structural manner or in the day-to-day interactions between people. For better or worse, racism, as we know it, is not going away any time soon. Still, three and a half years after George Floyd and a decade after the first hashtag of #BlackLivesMatter, there is still resolve and focus on race issues in American society.

This, to a degree, remains as an opportunity for CBAP as the problem is so pervasive that the rationale for CBAP is still as strong as it was in 2020. People care deeply about racial issues and are reminded

about the challenges for people across the country and the world. The argument for CBAP will remain solid until the Center is in place. This can remain as a central point in future discussions and negotiations.

4.2 Funding

We spoke of funding as a weakness of CBAP, but it also remains as an opportunity for the future. The importance of funding cannot be understated: without money, nothing happens. With money, and potentially lots of money, ideas and perspectives can change. It is largely held amongst the representatives of CBAP that if real money comes in, other pieces will fall into place. This is likely accurate. "Show Me the Money" remains a battle cry for the organization. Per the discussion above about the continued racial problems in the country, there will always be interested philanthropists and funding organizations who are available to listen. If the CBAP plan is clearly articulated and followed, one would think there will be funding out there somewhere.

"Money, money, money. Yeah. Money. Yeah, that's what changes Princeton."

4.3 Partnerships

Partnerships of various forms may likely serve as the avenue for CBAP development in the next few years. While discussions with the Department of African American Studies did not fare overly well, there is some hope that SPIA could serve as a more amenable platform for CBAP. Although we were unable to talk with Dr. Amaney Jamal during our work, their office reiterated to us that they would welcome further discussions with CBAP in the future. Right now, SPIA seems like the best Princeton-based opportunity available.

There are other partnerships for consideration. One mentioned many times is the Association for Black Princeton Alumni (ABPA), which is now headed by current CBAP Board member and Co-President Micheal Gunter. ABPA's mission of strengthening "the relationships among Black Princeton Alumni and the broader Princeton University community..." dovetails well with CBAP. This seems like a wonderful opportunity for both organizations to grow. Others mentioned that the relationship with the Association of Latino Princeton Alumni (ALPA) is strong but could be further leveraged. Additional outreach to organizations such as Princeton Progressives should be considered.

4.4 Member Recruitment

CBAP has done a commendable job of reaching out to Princeton Alumni. To date, over 900 people have signed the CBAP online petition and 6,700 people are on the CBAP mailing list.

Given that the organization is in the fourth year of operation, there is a need for new blood in the organization and the leadership group, specifically. The discussion of burnout from current members is real and, along with patterning a new way of doing work for the future, there needs to be an influx of new alumni members to help take CBAP to the next level. The good news is that these people exist. The challenge is always in making this happen. A structured recruitment effort will go a long way for CBAP.

4.5 Redefinition of or Recommitment to the Mission

Organizations naturally evolve over time. Perhaps we can think of the first three years of CBAP as Phase I of the organization, which was setting it up and putting pieces in place. Phase II should be the phase of moving forth with conviction in terms of recommitting to the mission and expanding outreach. There is

an opportunity to redefine the organization to move faster and more decisively towards the primary target. By doing so, CBAP can be reinvigorated.

5 Threats (External)

THREATS refers to external factors that can have a negative impact on CBAP. As with opportunities, political and external markets can shift and work against the mission and plans of the organization. New products or services from other organizations can serve as market disrupters and change the ability of an organization to effectively pursue its goals. Thus, it is important that CBAP diligently review any external factors on the horizon that may impact future operations and goal attainment. Understanding these issues will allow CBAP to plan accordingly in light of external shifts.

There are three identified threats to CBAP. The first and most important is the element of time. Time can be helpful but also work against the organization. How Princeton University operates is an important consideration as they have, to a large degree, dictated how things need to be for CBAP to work with the university. And external activities, mostly via other centers at other institutions, can be a threat to Princeton University seeing a way forward for CBAP.

5.1 Time

The biggest threat to CBAP is time. In the scheme of the development of a university-based center, three years is not a long time. University officials have said as much in prior conversation with CBAP. In the relatively short time that CBAP has been operational, the organization has done well in establishing itself and creating a foundation from which it can leap forward towards its ultimate goal. But Board members are restless and expectations remain high. There is an expectation that progress must happen soon, with some members frustrated that they there has not been more progress to date. Whether this is reasonable or not is, to a degree, irrelevant. The perception is that things are going slow and that dialog with the university has not gone well.

There is need for the organization to push forward and show some progress in fundraising, particularly, which is seen as the lever for action. At a minimum, a clear path needs to be articulated to the membership.

While the opportunities to create the center are still well in hand, the monetary resources to fund CBAP will not stand still. Philanthropists are constantly solicited for gifts. Some of the people currently on the CBAP vending list have previously gifted millions of dollars to Princeton University. The question of whether they have an interest in giving more to CBAP or the university is unknown.

5.2 The Princeton Gauntlet

Princeton University has been clear what needs to happen in order to move an effort like CBAP forward, and it begins with faculty buy-in and leadership. They have been unequivocal about this element; it is a deal breaker for the university.

However, it is likely true that if a significant amount of money were to be raised by CBAP, the university could be cajoled back to the table. They are creatures of habit, too, and are more likely to be interested if money were earmarked for a center that could also benefit the university.

Nevertheless, fundraising by CBAP from the same alumni that the university is actively canvassing for their Venture Forward capital campaign also be taken as a threat. What CBAP gains could be seen as a loss from the university perspective. There is hope that a win-win scenario could be tactfully developed that benefits CBAP and Princeton. Still, CBAP should be very careful how it engages not only the university, but its philanthropic alumni.

Additionally, Princeton University, like other universities, works at a different pace and process than the real world. Things happen slowly. As mentioned in one of the meetings with Princeton leadership, one of the centers cited by CBAP at Princeton took 10 years to process. Thus, CBAP will have to play the long game, through the careful assurance that a detailed and thorough fundraising plan is in place.

5.3 Other External Organizations

Finally, one additional threat is the work of external organizations either at non-profits or other institutions. As noted by CBAP, there are many other centers around the country that focus, to a degree, on racism and its effects. What CBAP is trying to build is distinct in most ways, but there are corollaries in other places. In addition, more will likely be added. These are, in the end, competition to any program at Princeton University. The university could look at these external organizations as either a reason to support CBAP out of competition or a reason not to due to duplicity. It is hard to tell how Princeton University would deal with this information. However, as mentioned, time does become a potential barrier to the promotion of CBAP.

6 Critical Questions/Considerations

The following are a list of issues and questions to be considered as CBAP moves forward. These are to be discussed first with the Task Force and then with the Board. Likely none of what is listed below are new ideas. They were, however, raised during our SWOT discussions so we feel they are worthy of outlining.

6.1 Faculty Engagement

- There is a need for a more targeted approach to engaging faculty members based on their interests. One example raised was the development of a faculty administrative engagement group. What are other strategies?
- Finding one or more faculty champions (tenured faculty member) to align with CBAP. What are some of the strategies to make this happen?

6.2 Fundraising

- Outline the pathway to short-term and long-term funding opportunities:
 - Ramp up the \$1 million program and get funds in that can seed further development.
 - Look for external philanthropic funds (e.g., Ford, Rockefeller, Mellon) for seed funding.
 - Explicitly outline the pathway for large donations to CBAP (e.g., \$10 million and higher).
 - What other fundraising opportunities are there?

6.3 Organizational Development

- How can CBAP ameliorate some of the personality conflicts and concerns that members have? Can a standard of conduct be created for CBAP? [Since Created]
- How can CBAP restructure for efficiency to streamline the number of committees and meetings? Can committees be consolidated? Can there be an expectation that members serve on perhaps a maximum of two committees (executive leadership would have ability to drop in on any committee meeting)? Can there be an expectation that standard meeting expectations and products, including agenda and minutes, will be prepared for all committee meetings?
- What are some of the strategies that can be used to attract new members and leaders to CBAP?
- Are the Sunday Open Gatherings still appropriate as they are? Is it a "good" time for people to meet? Are there other models to consider for this type of grouping?

6.4 Business Plan

- Develop a business plan for how the Center will operate in the short, medium, and longer terms:
 - Immediate: How will CBAP Opportunity Funds (\$70k to \$100k/year in operating capital) be used?
 - Medium: How would possible philanthropic seed funding be used? Write this into a request for funding.
 - Long: How would multi-million-dollar, large-scale donations be used for the Center? What work would be done? What would the budget look like?
 - What other considerations are there for business operations?
- What are the first hires of the organization? Could an executive director be hired, at least part-time, within the next year? What would the plan for hiring? What funding would be necessary? How would the Center be structured?

6.5 Partnerships

- Who are the potential partners for CBAP? What are the plans to develop these relationships?
 - SPIA. What are the next steps for this development?
 - Department of African American Studies ("AAS"). How can we leverage some of the soft promises from AAS?
 - ABPA. How can this relationship be leveraged?
 - What other organizations should be considered for development?

6.6 Research

- Conduct an internal study to find out what research has or is being conducted at Princeton that fits into the perspective of the Center. Initial work on this has been done but it needs to be completed. This would help establish relevance, identify key researchers, and provide a gap analysis between what the Center can do versus what is being done at Princeton. It would also allow for targeting of professors for potential collaboration.
- Conduct an external study of other academic centers conducting work in the racism space. It would be useful to understand their work, governance models, communications, and fundraising activities. Some work has been done but could be expanded.
- What other foundational research would help CBAP?

7 Short and Medium/Long Term Actions

Based on the information in this document, the table below attempts to identify activities in the short and medium/long term for consideration by CBAP. This can be a starting point for discussion of next steps for the organization.

Short Term	Medium to Long Term
1. Develop a faculty engagement plan. 2. Find a faculty champion(s). 3. Update fundraising plan with short-, medium-, and long-term strategies. 4. Create a standard of conduct for CBAP membership. [NOW IN PLACE] 5. Restructure CBAP committees and meeting expectations. 6. Ensure that Board members are clear on what each committee is planning/doing. 7. Ensure that Board members and executive members are sharing the workload. 8. Create a recruitment plan. 9. Consider best practices for Sunday Open Gatherings. 10. Develop partnerships with Princeton University and Princeton-affiliated organizations.	11. Develop a CBAP business plan that provides information on how the Center would be structured and how funds would be expended. 12. Conduct an internal study of diversity/racism-related research at Princeton University. 13. Conduct an external study of non-Princeton University centers related to diversity and racism. 14. Hire initial CBAP/Center staff. 15. Create a clear communications/publications/events plan. 16. Consider whether the organizational name stays as is or changes. (decide). 17. Attract large-scale donations to CBAP. 18. Create a bricks-and-mortar center at Princeton University.
Ongoing Efforts	
19. Continue to develop positive relationships with Princeton University. 20. Continue to identify potential funders and philanthropic agencies who may support CBAP in the near future. 21. Continue to recruit for the organization.	