



EVERYONE, ANYTIME, ANYWHERE

By Glenn Rawdon, Program Counsel for Technology¹
Legal Services Corporation

The Legal Services Corporation (LSC) this year marks the 40th anniversary of its founding and the 15th birthday of a program that has made it a leader in legal technology, Technology Initiative Grants (TIG). Since 2000, more than 850 TIG grant applications have been filed and 570 projects funded totaling over \$46 million. Recipients have used these grants to finance a variety of innovative programs that use technology to help narrow the justice gap.



LSC's website initiative alone, for example, in 2013 had over 15 million unique viewers who read self-help materials over 5 million times, downloaded over 1.5 million brochures and forms, and assembled over 450,000 automated forms. Over the years, the TIG program and other LSC technology initiatives have also forged from a base of a few isolated visionaries into a thriving community of technologists working as a whole to move the legal aid community forward.

In its first year, the TIG program was focused on something we now take for granted — websites. In fact, nearly a third of the grants were to create websites. As hard as it is to believe now, most LSC grantees did not have websites in 2000.

There were also glimpses of the future in that first batch of grants, such as the I-CAN! project by Legal Aid Society of Orange County, which used interactive kiosks connected via the internet to provide self-represented litigants with the forms they needed for court. And grants to Southern Minnesota Regional

Legal Services, Legal Services of New York (now Legal Services NYC), and Ohio State Legal Services were used to create LawHelp and the Open Source Template, now used for nearly all statewide websites. Rather than having each program create its own site, LSC's goal was to use TIG to leverage scarce resources by developing common tools for use by all.

Coincidentally, in the same month that TIG first appeared in LSC's budget, October of 1999, Bill Gates published an article for Forbes titled: *Everyone, Anytime, Anywhere, The next step for technology is universal access*. He spoke of a time in the future when the computer, consumer electronics, and telecommunications industries would come together on the PC, TV, and telephone. The different parties would come together, the hardware platforms would meld, and the result would be universal access. He called this coming together Convergence.

I see this vision of convergence happening in the legal aid community. Since TIG started, we have funded projects that have made many improvements to the system: more sophisticated case management systems; websites in every state with a wealth of legal information in multiple languages; instructional videos; an infrastructure to develop and support automated forms; and improved systems for intake, such as hotlines and online intake.

But now, after making improvements to individual components of the delivery system, projects are bringing them all together. Online intake systems are connecting to case management systems which are connecting to document automation software, phone systems, text messaging, and payroll software. Already the information a prospective client enters when applying for services can end up in the documents we prepare to help them, and our community is poised to move even further with this convergence.

This past December, LSC released the report of the LSC Summit on the Use of Technology to Improve Access to Justice.² This was a process involving 75

The result of the Summit was a vision for how technology can serve as a tool for access to justice.

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leaders in legal services, the private bar, courts, libraries, IT development, legal academia, and other communities involved in providing access to justice; two one-and-a-half day working sessions; and preparation of numerous papers and analysis.

The result of the Summit was a vision for how technology can serve as a tool for access to justice. This vision focuses on five main areas:

- Creating automated forms and other documents to support self-help and limited scope legal representation.
- Taking advantage of mobile technologies to reach more persons more effectively.
- Applying business process analysis to all access-to-justice activities to make them as efficient as practicable.
- Developing “expert systems” to assist lawyers and other services providers.
- Creating in each state a unified “legal portal” using an automated triage process to direct persons to the most appropriate form of legal assistance and to guide them through the process.

This is a vision for the convergence of the technology — for *unified* systems to achieve the ultimate goal enunciated in the Summit’s Mission Statement, that is, to provide some *form of effective assistance to 100%* of persons otherwise unable to afford an attorney for dealing with essential civil legal needs.

I want to hone in on the phrase “some form of effective assistance.” This doesn’t mean a lawyer for everyone for every matter; that’s just not realistic. What it does mean is not turning anyone away with no assistance at all, which is what happens all too often today.

How do we achieve this? By providing three different levels of assistance:

- Information — for those whose problem lends itself to self-help and who have the ability to do it themselves if they have the right tools and information.
- Advice — for those who can still help themselves but need guidance and advice to get there.
- Representation — for those who, because of the nature of the case, the stakes, and their circumstances, need a lawyer.

The technology tools we need to deliver these different levels are already under way through projects

of LSC’s grantees, projects to further the vision of the Summit:

- Triage pilots in New Mexico, Montana, and Maine. These systems will ask questions of the users and use the answers to direct them to the most appropriate resource, be that information, advice, or representation.
- The LawHelp Interactive document assembly project, with over 3000 documents from more than 40 states that produced over 450,000 documents last year.
- Mobile-friendly website redesigns in Louisiana, text messaging reminders in Virginia, and redesign of the A2J Author tool for mobile devices. If you are not familiar with it, A2J Author is a tool developed with funding from the State Justice Institute and LSC that is used by many legal aid programs and courts to do the interviews needed for automated forms, online intake, and triage.

Our challenge is to be sure that, when these tools are built, the pieces that technology cannot provide are there. It would be futile to build a system to direct users to the appropriate resource when that resource is missing. This means that, in addition to our traditional resources, we have in place robust websites, instructional videos, and automated forms to address their situations.

But these systems are for providing the information to those who can help themselves. For those who need advice or full representation, we have to learn a better, more efficient way to practice law; what was described at the Tech Summit as “working at the top of one’s license.” We need to learn from other professions such as medicine how better to assign staff to help clients. When you go to your dentist’s office, you don’t see the dentist immediately. Much of your dental work is done by support staff. The same is true when you go in to have your eyes checked. When was the last time you had your glaucoma check run by your optometrist?

So why in legal aid do we screen clients for eligibility, then immediately turn them over to an attorney? Why do the majority of our paralegals serve only as case handlers and not as litigation support for our attorneys? How do we expect a single administrative assistant to effectively support three or more attorneys? This is why business process analysis (BPA) was elevated to one of the five strategies at the Tech Summit. No one would ever argue that legal aid is adequately funded. So why, with cash so tight, have we adopted a structure where attorneys, the highest paid

staff, do the majority of the support work?

Using BPA, we must identify every task we undertake to assist a client to resolve his/her particular legal need, then critically look at each of those tasks. If any can be eliminated, we eliminate them. If any can be automated, we take the time to choose the right technology and we automate them. If a non-attorney staff person can accomplish them, we train them to do so. This will leave for the attorney those tasks that can only be done by an attorney.

To get this done will take strong leadership. Doing this analysis and building new technology tools takes staff time and resources. It is likely that assigning your best attorney to build an expert system or to automate forms will mean fewer clients can be served in the short run, but an exponential number more will be served in the years to come when those systems are in place. And building their expert knowledge into these systems will make everyone who uses them serve their clients at a higher level. Let's hope that we never say we are too busy to improve the quality of our representation of clients.

And there will be attorneys who think that only they can do tasks that, in fact, can be done quite well by support staff. Or those who refuse to use new technologies. They will insist that doing so "shortchanges the client." Nothing could be further from the truth. Efficiency is not a bad thing; in fact, is just the opposite. I am sure you came to legal services so that you could help as many clients with their legal needs as possible. If we fail to use technology tools to their fullest or to work at the top of our licenses, people we could have helped will go unserved and none of us wants that.

We are not in this alone. Improving access to justice

is getting widespread attention and board efforts. More states now have access to justice commissions than ever before. If we are to provide some form of effective assistance to 100% of persons otherwise unable to afford an attorney, a Universal Access to Justice if you will, we make this happen by convergence — legal aid, the bench, the bar, law schools, libraries, and anyone else who cares about justice, coming together so all the pieces are there. No more each building our own systems, but a cooperative approach to provide the information, advice, and representation needed so that access to justice is there for *Everyone, Anytime, Anywhere*.

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- 2 http://www.lsc.gov/sites/lsc.gov/files/LSC_Tech%20Summit%20Report_2013.pdf



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THE WASHINGTON STATE ENDOWMENT FOR EQUAL JUSTICE

By Naria St. Lucia¹

In the summer of 1998, faced with looming federal and state spending cuts to civil legal aid, leaders from Washington State’s civil legal aid network asked: How do we create a stable, lasting source of funding for civil legal services? The Endowment for Equal Justice was envisioned and created to be the complete solution to that question.



The Endowment for Equal Justice ensures that America’s pledge of “justice for all” will forever be a reality for all families in Washington State, regardless of ability to pay. The Endowment’s principles are grounded in the belief that people should have the chance to live in a just society and that the justice system works most effectively when there is a level playing field for all. We all know that when people are denied justice, poverty and despair flourish, civil disobedience mounts and chaos ensues. On the other hand, when families’ civil legal issues are resolved, they

can devote their energies to their jobs, their families and their communities. They can participate more fully in our economy and our democracy. Justice for all truly benefits all.

When the Endowment was first envisioned fifteen years ago, the founders of the Endowment pledged to grow the fund to \$10 million before disbursing investment income to the twenty-three plus organizations which comprise Washington State’s civil legal aid network. The board of the Endowment understood that ups and downs in the economy as well as changes in political realities render civil legal aid funding unstable and uncertain. Therefore, the Endowment board envisioned building an endowment whose principal remains intact and whose investment income revenue secures an everlasting source of funds to protect justice for the most vulnerable people in our state.

From 1999 to 2012, the Endowment for Equal Justice slowly grew to \$5.8 million. However, in 2013-14, through a lot of work by our Board of Trustees and staff, the Endowment almost tripled in value.

How were we able to boost funding? What strategies did we use to achieve these incredible results? Along the way, the Endowment for Equal Justice board and staff picked up a number of best practices. However, the following ABCs illustrate three themes which contributed to our ultimate success.

Accountability

Accountability, both at the 30,000 foot level as well as at the individual donor prospect level, were critical to the recent success of the Endowment fundraising effort.

From the beginning, there was a clear message around the Endowment for Equal Justice’s initial fundraising strategy: no disbursements would be made until the Endowment raised \$10 million. As such, \$10 million became the board’s near-term fundraising goal. However, until 2012, this goal remained an open-ended goal, with no specific timeline. There was no specific



Endowment for Equal Justice (EEJ) President Mark Hutcherson presents the EEJ’s first funds disbursement to Legal Foundation of Washington President Liz Thomas.

timeframe, no end date to raise the goal. Not only did this lack of timeline provide an opening for the board and staff to delay the critical fundraising push, there was no sense of urgency when presenting the pitch to potential donors.

In 2012, after breaking the \$6.4 million mark, the Endowment board voted to create a target end date: December 2015. This target date provided donor prospects with the sense that the \$10 million goal was not just a lofty ideal that would “someday” occur, but that it was a goal that the Endowment board was serious about achieving. This goal gave new meaning to the Endowment’s pitch at donor prospect meetings and also energized the board to rise to the challenge.

Accountability was also a key strategy on an individual, board member-by-board member level. Beginning in 2012, each board member was assigned multiple donor prospects — some to cultivate and some to ask every year. Staff worked individually with board members to create donor cultivation meetings, conduct donor research and create the right “ask” for each member. At every board meeting, board members participated in a “round robin” where they reported on their donor prospects and what they had accomplished for the Endowment since the last meeting. This accountability on the individual board member level ensured that they were working to keep each other on task and encouraging each other to continue with their asks.

Board Buy-In

Another critical component to the Endowment’s recent success was 100% buy-in by the board to achieve the ultimate fundraising goal. By collectively adopting the 2015 closing date for raising the initial \$10 million, each board member bought into the plan to move the Endowment forward. As new members were recruited to the board, the \$10 million goal was highlighted and stressed, ensuring that new members also bought into fundraising goals for the Endowment.

Furthermore, each board member signaled their individual buy-in and commitment to the Endowment. Each year, at the start of the year, our Board President Mark Hutcheson met individually with each board member to develop a commitment plan for the coming year. This plan included discussions around donor prospect goals, individual giving goals as well as a discussion and brainstorm on how to improve the Endowment board membership experience. These meetings served to establish buy-in by each individual board member to the Endowment and one another.

Community Excitement

The final theme from the Endowment’s recent success was a sense of excitement of the community to raise these funds. Shortly after our \$10 million goal was announced, the entire legal community rallied around our goal.

First, we received the support of a large donor community who wanted inspire other attorneys to achieve the goal. Then, numerous donors who were passionate about the ultimate mission to find a lasting source of funding for legal aid stepped up to the challenge and made major leadership gifts to the Endowment. Finally, this excitement led to additional *cy pres* awards and pledge commitments, which allowed us to quickly reach our \$10 million goal within twelve months of officially adopting the goal.

Today, because of Accountability, Board Buy-In and Community Excitement, the Endowment for Equal Justice is valued at over \$15 million and counting. In September 2014, the Endowment marked its official fifteen year anniversary and made its first disbursement of income to fund the critical services and representation provided by the Washington State’s civil legal aid network. Whether your organization seeks to raise major gifts for ongoing annual support or seeks to launch an endowment campaign, we hope that you will keep these three themes front and center in your efforts.

- 1 Naria has extensive experience in leading mission-driven organizations in their quest to raise revenue, increase effective programming, and act strategically to increase outcomes for their clients.

Naria currently serves as Executive Director of the Washington State Opportunity Scholarship (WSOS), a unique public-private partnership helping to build the next generation of scientists, engineers, mathematicians, health care professionals in Washington state’s high-demand employment fields through scholarships and support for low- and middle-income college students in Washington state.

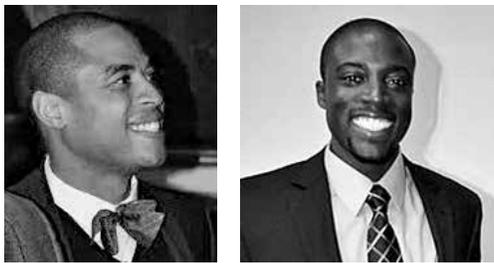
Prior to her current position, Naria served as the Director of Legal Aid for Washington Fund, a statewide organization that raises funds for Washington State’s civil legal aid network. Under her leadership, LAW Fund’s annual fund, the Campaign for Equal Justice, achieved historical annual fundraising records in 2012 and 2013, and its endowment, the Endowment for Equal Justice grew to be the largest endowment for civil legal aid in the nation. Naria is a graduate of the Law School and the College at the University of Chicago, where she graduated with honors and was elected Phi Beta Kappa.



Why Should We Talk About How We Talk About Race?

By Charles Noble and Kwame Christian¹
Kirwan Institute

We have made substantial progress in terms of our ability to analyze racial equality over the past sixty years. We have become increasingly more sophisticated



Charles Noble (left); Kwame Christian (right).

in terms of how we understand race, and its effects in society. We are able to speak with authority

about racial disparities in criminal justice, education, and employment. Yet, in spite of our increased capacity to think about race, we still face significant challenges with our ability to speak about race.

There are significant disparities in wealth, health, imprisonment and almost every other major metric. Unfortunately, for many, these disparities have simply become a way of life. Many others do not understand how racism can really be the cause of all of these societal woes. It takes a well-trained eye to catch the modern iteration of racism in America.

Discrimination and racism have become so subtle in certain circumstances that it is almost unperceivable. Considering the vitriol associated with racism in the 1960s and earlier, many fail to identify racism as it exists today. However, it is crucial to recognize how racism impacts us daily, especially in the way we speak.

Many organizations ask the Kirwan Institute for guidance as to how to talk about race. Although this is an important skill, the focus is not on the right place. Before we can learn how to talk about race, we must first gain an understanding of how we think about race.

Understanding the cognitive processes associated with race is crucial to understanding the various racialized societal and political structures we see in society today. Race also impacts our decision-making abilities, although many don't recognize that it does. Race can

affect decisions such as who we should hire, where we should live, which candidates we should vote for, and which programs to support.

For the sake of simplicity and brevity, we will consider the three main cognitive barriers to a progressive understanding of race: implicit bias, social psychological phenomena, and colorblind ideologies.

Implicit Bias

Numerous studies have shown that race is constantly present in the “implicit mind.” This means that the mind considers race on a subconscious level.

Implicit bias is an incredibly potent cognitive phenomenon. It has been shown to affect everyone; even racial minorities have been shown to harbor negative biases against individuals in their own racial group at almost equal levels to white Americans.

Where do these biases come from? The leaders in implicit bias research suggest that implicit bias develops over the course of a lifetime. These biases are created and maintained by the myriad messages communicated by society. If a parent harbors unacknowledged racial bias, it is likely that his or her children will also harbor the bias. Even if the bias is not as strong in the child, it will manifest itself in his or her decision-making at a level below cognitive perception.

Thankfully, research has also shown that these biases are malleable. Just as they were learned, they can be unlearned. How can this be done? First, one must become aware of their racial biases. Next is to take active steps towards eliminating it.

Once someone understands the biases that they hold, they will be able to better understand what comes out in their conversations. Often, self-expression precedes self-understanding. Once that person gains this understanding, they can make steps towards talking about race in a progressive way.

Social Psychology

There are a number of social psychological theories

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that have an effect on an individual's thought process regarding race. The first of these theories is a defensive attribution called the "just world" hypothesis. A defensive attribution is an explanation for certain behaviors that avoids feelings of vulnerability and mortality.² The just world hypothesis takes effect when people assume that "bad things happen to bad people and good things happen to good people."³ The individual believes that society is inherently fair. This belief is alluring because it gives people a sense of security and a sense of control. People want to believe that if they continue to play by the rules and do the right thing, bad things will not happen to them.

The problem with this mode of thinking is that in order to maintain this belief, the believer must conclude that other people somehow deserve every bad thing that happens to them. It often leads to blaming the victim. This attributional bias protects the believer in the just world from the reality that injustice aggressively continues to pervade American society. This "keeps the anxiety-provoking thoughts about one's own safety at bay."⁴

Another byproduct of the just world hypothesis is the belief that the holders of the belief feel that they deserve everything that they have achieved. This makes it extremely difficult for these individuals to subscribe to the existence of white privilege, the idea that whites in America are conferred a set of unearned advantages.

The just world hypothesis can be applied to each level of the black struggle in America. Below are two common examples of the just world hypothesis in action:

Question: Why is there a disproportionate amount of blacks in poverty?

- Just World Answer: Blacks are ill disciplined and do not work hard enough.
- Racially Cognitive Answer: Blacks have been the victims of perennial structural disadvantages that persist to this day such as opportunity hoarding and isolation.

Question: Why are the test scores of blacks lower than that of whites?

- Just World Answer: Blacks are lazy and did not prepare adequately for the examinations or blacks have inferior mental capabilities.
- Racially Cognitive Answer: Black youth lack the

same access to quality education that white youth are privy to.

The just world belief fuels the belief in the "American Dream;" the idea that every American has equal opportunity to succeed. If you work hard, you will be successful. This makes the belief that a lack of success can occur even when one works diligently toward a noble goal essentially Anti-American.

Conformity

Society is governed by norms which determine which behaviors are appropriate and which behaviors are inappropriate. These norms have a profound impact on our thought processes and, subsequently, our actions. The two important norms that we will focus on in this section are injunctive and descriptive norms. "Injunctive norms have to do with what we think other people approve or disapprove of."⁵ Descriptive norms deal with "people's perceptions of how people actually behave in given situations, regardless of whether the behavior is approved or disapproved of by others."⁶

Psychologists have found that injunctive norms are more powerful than descriptive norms. This is because descriptive norms utilize normative conformity, "the tendency to go along with the group in order to fulfill the group's expectations and gain acceptance."

The power of injunctive norms is found in rewards and/or punishments. Individuals in society are motivated to participate in normative behavior by rewards and are dissuaded from partaking in non-normative behavior by punishments. However, the potency of normative social influence depends on several factors that are posited by the Social Impact theory.

According to the Social Impact theory, "conforming to social influence depends on the strength of the group's importance, its immediacy, and the number of people in the group."⁷ The theory bases the strength of the social influence on three variables:

1. Strength: How important is the group to you?
2. Immediacy: How close is the group to you in space and time during the attempt to influence you?
3. Number: How many people are in the group?

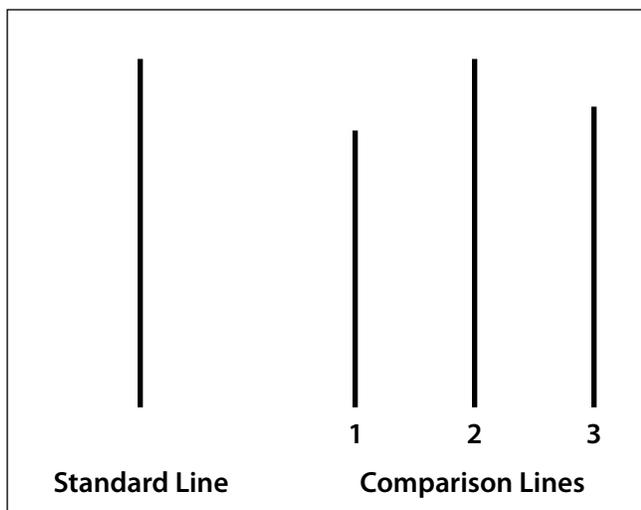
Analyzing the racialization of America utilizing the social impact theory, one can understand the immense social pressures that whites have experienced throughout history when faced with the unjust treatment of blacks in society. The first factor, strength, measures extremely high in this analysis. In this case the group is comprised of family members, neighbors, co-workers,

members of the church congregation, etc. Not only is this group vital, it is also close, which satisfies the second factor of the analysis. Lastly, the group is very large, comprising the majority of society. Because all of these factors were satisfied, individuals were more likely to conform.

In pre-civil rights movement America, individuals in white America were likely to be punished severely for speaking out against the mistreatment of blacks or working to change the system. The punishments could range from shunning to murder. Today, individuals receive a myriad of social punishments ranging from simple disagreement to alienation.

Individuals typically do not need to be scared or bullied into conformity. Humans are social creatures and actively seek to be accepted. One of the strongest examples of this human drive to be accepted can be seen in the Asch Line Judgment Studies. It has been well established that, in ambiguous situations, individuals will rely on the people close to them as a source of information.⁸ When people are unsure, they are more open to the influence of others. However, the Asch experiment sought to investigate the power of social influence in making a judgment when the situation was completely unambiguous.

The experiment was conducted in the following manner. Asch placed the participant in a room with other individuals who were accomplices in experiment. The people in the room were given the simple task of judging the length of lines. They were shown an image of a standard line and an image with three lines of different lengths. Their task was to audibly state which of the three lines on the right was equal in length to the line on the left. The group would go through several rounds of this task.



Below (left) is an example of the lines that were presented to the groups. The participants saw eighteen different variations of this task in the trial.

The task is very simple on its face; however, as part of the experiment, of the eighteen total rounds, Asch directed the all of the accomplices to give the same incorrect answer in twelve of the rounds. The results were very telling. Despite the fact that the answer provided by the majority of group members was obviously incorrect, an incredible number of participants followed the group and provided the incorrect answer in order to conform.

“Seventy-six percent of the participants conformed on at least one trial. On average, people conformed on about a third of the twelve trials on which the accomplices gave the incorrect answer.”⁹

When explaining his conformity, one participant stated that although he knew that his judgments were correct, he was afraid that by selecting an answer that was different from the majority he “might arouse anger” and that he “didn’t want particularly to make a fool of myself “and he feared that the other people in the room “might think [he] was peculiar.”¹⁰

One striking detail that should be addressed in the Asch line experiment is that the group that the participant was conforming to was not that important to them. The participants feared being ostracized by a group that they just met and would probably never see again. There was also no risk of punishment. This aspect of the experiment is quite frightening. The experience would have received a low ranking according to the social impact theory; however, these minimal social pressures were strong enough to encourage conformity.

Normative societal pressures have an unusual effect: “normative pressures usually result in public compliance without private acceptance.”¹¹ What this means is that people will conform to those around them without believing that the behavior is correct or just. Thus, even if one does reach a transformative, progressive understanding of race, it will still be difficult for these beliefs to manifest themselves in reality.

A striking example of the importance of acceptance in political communities can be seen in the polis, the Greek city-state. The quality of life was directly related to acceptance as a citizen. Similarly, in America, acceptance in the community is critical to success. It is important to maintain positive relationships with relatives, within the workplace and during times of leisure. These social connections provide platforms upon which normative social influence can take root and impact.

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All of these studies demonstrate how conformity impacts our thought processes, attitudes and behaviors. It is easy to see how the pressures of society negatively affect how Americans process race.

Colorblind Theory

The colorblind ideology is the most dangerous form of racism today. People who subscribe to this ideology believe that the only way to treat people equally is to not consider their race or ethnicity in any fashion.

Why is this so dangerous? Besides denying a crucial part of an individual identity, it also denies how that part of the person's identity impacts their access to opportunity, or lack thereof. Like a just world hypothesis, it gives people the opportunity to blame the victim and to reinforce the myth of meritocracy. It also trivializes the serious structural, social, economic, and political disparities that we have in America today.

If someone is struggling with a deadly chronic disease, rarely is the diagnosis to pretend the disease doesn't exist or to not talk about the disease. In order to cure the disease you must take active steps towards the eradication. Why then should we take this approach to racism?

Similarly, the societal disease called racism is still alive and well today. However, if people deny its existence, the disease will continue to thrive.

Conclusion

Humans have become pretty adept at tracing lines of causality between thoughts, speech, and action. We are able to recognize patterns fairly easily, synthesize information nearly instantaneously, providing us with the ability to make essential real-time decisions. This ability to quickly process information is a double-edged sword, because what we gain in processing power, we lose in our abilities to capture nuance and detail. We posit that the clumsiness around race in this country is in many ways an issue of the way we process data and internalize racial narratives.

We must become more reflective with the ways that race pervades are thought and speech. By understanding the cognitive biases described above, we can avoid the common pitfalls of discussion around race. But it's not enough to simply acknowledge these biases, we must also work to change them. Go to different places, meet new people, and be receptive to new narratives

and frames of thought. To change how we talk about race we must change how we think about race, and that will not occur until we begin to challenge our own biases and prejudices.

1 Charles Noble is a Legal Policy Analyst at the Kirwan Institute. His work focuses on local and national civil rights issues, fair housing policy, and issues surrounding equitable access to credit. In addition, Charles has worked closely with Kirwan's partners on framing and influencing the rhetoric surrounding the affirmative action case before The United States Supreme Court, *Fisher v. University of Texas at Austin*. Prior to joining Kirwan, Charles earned a J.D. from OSU, a masters degree in Urban & Regional Planning from the University of Maryland at College Park, as well as a B.A. from OSU. Charles has had a variety of work and academic experiences that have greatly enriched his perspective, and significantly increased his effectiveness as an advocate. Charles may be reached at noble.119@osu.edu.

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2 Aronson, Elliot, Timothy Wilson, and Robin Akert. *Social Psychology*. 6th. Upper Saddle River, New Jersey: Pearson Prentice Hall, 2007.

3 *Id.*

4 *Id.*

5 *Id.*

6 *Id.*

7 *Id.*

8 *Id.*

9 *Id.*

10 *Id.*

11 *Id.*

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