

AN INTRODUCTION TO THE COLLABORATIVE SYMPOSIUM SERIES “*RETHINKING SYSTEMS DESIGN FOR RACIAL JUSTICE & EQUITY*”

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In late 2020, the Divided Community Project (DCP), housed at The Ohio State University Michael E. Moritz College of Law’s Program on Dispute Resolution, envisioned hosting a collaborative event series designed to draw together and elevate dispute systems design lessons for enhancing racial equity from US-based truth, reconciliation, action, and equity commissions. At that time, the list included local processes initiated by district attorneys (Boston, Philadelphia, and San Francisco);¹ by citizen led groups (Truth and Action project housed at Mitchell-Hamline School of Law);² by city-councils (truth and reconciliation commission in Iowa City);³ and commitments from a nationwide group of mayors to advance reparations in more than a dozen communities across the country.⁴ In the subsequent two years, equity-focused commissions have proliferated. Most prominent have been the NYC Racial Justice Commission, established and active during 2021 to develop ballot proposals through a racial equity lens to revise New York

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¹ *Grassroots Law Project and Leading Reform District Attorneys Announce Truth, Justice & Reconciliation Commissions to Address Decades of Harm Caused by Law Enforcement and Prosecutorial Overreach*, GRASS ROOTS LAW PROJECT (July 1, 2020), <https://grassrootslaw.org/press/press-release-20200701/> [https://perma.cc/UZG8-3MRV].

² *Truth and Action*, MITCHELL HAMLINE SCH. OF L., <https://mitchellhamline.edu/truth-and-action/> [https://perma.cc/6FC3-AJKM] (last visited Sept. 26, 2022).

³ Janice Weiner & Laura Bergus, *Resolution No. 20-228: Resolution Establishing Ad Hoc Truth and Reconciliation Commission*, CITY OF IOWA CITY (Sept. 15, 2020), <https://www.iowa-city.org/webink/0/edoc/1962562/Resolution%2020-228.pdf> [https://perma.cc/M2JS-QA7P].

⁴ MAYORS ORGANIZED FOR RACIAL EQUITY, <https://moremayors.org/> [https://perma.cc/Z39U-4WDS] (last visited Sept. 26, 2022).

City's charter,⁵ and the Charleston (S.C.) Special Commission on Equity, Inclusion, and Racial Conciliation.⁶ Statewide commissions include California (2-year reparations task force)⁷ and Vermont (5-year statewide Truth and Reconciliation Commission (TRC)).⁸

The DCP was grateful for *The Ohio State Journal on Dispute Resolution's* willingness to collaborate, edit, and develop a multi-issue journal publication connected to this theme. DCP invited colleagues from Harvard Negotiation and Mediation Clinical Program (HNMCP), and Stanford Law School's Martin Daniel Gould Center for Conflict Resolution (SLS) to join in an event series of symposia featuring communities engaged in the design, development, and implementation of truth and reconciliation-style commissions.⁹

SLS and HNMCP added valuable insight to DCP's vision to create two tracks: (1) connecting and supporting emerging commissions; and (2) curating academic symposium events and accompanying articles related to the design of race equity processes. This introduction highlights how the symposium series and connected articles were developed and how collaborators have supported, and continue to support, processes for advancing racial justice and equity.

I. RETHINKING SYSTEMS DESIGN FOR RACIAL JUSTICE & EQUITY

In June 2021, collaborators put out the following call for proposals:

The Ohio State Journal on Dispute Resolution, in partnership with The Ohio State University's Divided Community Project, the Harvard Negotiation and Mediation Clinical Program, and Stanford Law School's Gould Center for Conflict Resolution, is pleased to announce a call for submissions focusing on the work of collaborative efforts addressing truth, action, reconciliation, and

⁵ NYC FOR RACIAL JUSTICE, <https://racialjustice.cityofnewyork.us/> [<https://perma.cc/D9TU-E2K6>] (last visited Sept. 26, 2022).

⁶ *Equity, Inclusion, and Racial Conciliation*, CHARLESTON SC, <https://www.charleston-sc.gov/equitycommission> [<https://perma.cc/9664-7GLZ>] (last visited Sept. 12, 2022).

⁷ *AB 3121: Task Force to Study and Develop Reparation Proposals for African Americans*, STATE OF CAL. DEP'T OF JUST., <https://oag.ca.gov/ab3121> [<https://perma.cc/A84V-KDNN>] (last visited Sept. 26, 2022).

⁸ H. 96, Act 128, 2021-2022 Sess. (Vt. 2022).

⁹ DCP invited colleagues from SLS and HMCP to this collaboration after the same group hosted a November 2020 book launch celebration for Grande Lum's award-winning book, *America's Peacemakers*.

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healing in the context of race and racial equity. Authors accepted for this publication will be invited to attend a symposium focused on the same topic to be scheduled in the first quarter of 2022.

The primary goal of this publication is to explore the multi-layered racial equity initiatives that are emerging across the country. Over the past several years, various cities, states, and communities have begun designing and launching processes for surfacing histories and lived experiences around systemic racism, and moving towards reconciliation or action at a community, legal, or policy level. While many of these efforts have been bolstered by public support, they also face a litany of challenging design questions and practical barriers. This publication and symposium seek to bring together national and international practitioners, academics, activists, and other stakeholders to share experiences, challenges, resources, and strategies informing such initiatives.

Contributions may address, but are not limited to, the following topics: Defining purposes, goals, and scope of these initiatives; Choices about the conveners of these initiatives and the process of building initial buy-in among stakeholders; Conflicts that may arise among stakeholders involved in design and implementation; Managing practical considerations such as funding, bandwidth, and fatigue; Engaging a wide range of stakeholders to contribute to and become involved with the initiative; Creating a feedback system for gathering community input to incorporate into design and process decisions; Barriers confronting these initiatives and ideas for addressing them; Precedent models from the United States or abroad.

We welcome submissions from diverse perspectives and in a variety of forms. Some contributions may take the lens of dispute systems design, law, history, social science, or critical race theory; others may take an interdisciplinary approach; still others may recount and explore a particular initiative and its experience in the United States or around the world.¹⁰

The request sought to invite contributions from a diverse group of academics, pracademics, and practitioners, and was amended to provide

¹⁰ Sarah Cole, *Call for Proposals: Collaborative Efforts on Race and Racial Equity*, INDISPUTABLY, (July 2, 2021), <http://indisputably.org/2021/07/call-for-proposals-collaborative-efforts-on-race-and-racial-equity/> [https://perma.cc/9EAN-2FGH]. In addition to the open call for proposals, collaborators solicited contributions from John A. Powell (UC Berkeley) and co-authors Sarah Cole, Grande Lum, and Nancy Rogers (Moritz College of Law).

financial support for BIPOC contributors who did “not have the privilege to develop symposium contributions in the course of their regular work.”¹¹

Collaborators received more than forty applications to develop articles for the symposium series. Symposium organizers then considered the following questions as they reviewed proposals:

- Does this article meet our “primary goal” to explore the multi-layered racial equity initiatives that are emerging across the country?
- Does this article share experiences, challenges, resources, and strategies informing such initiatives?
- Does this article address one of the articulated topics, or another similar topic?

At least two representatives from each organizing institution evaluated each proposal: Sara del Nido Budish and Neil McGaraghan from HNMCP; Jan Martinez and Cary McClelland from SLS; and Carl Smallwood and Josh Stulberg from Moritz; Bill Froehlich facilitated the conversation. Evaluators only received titles and abstracts; all personally identifying information (e.g., author name or community where they were engaged in work) was not provided or was redacted from each proposal. The articles incorporated in *The Ohio State Journal on Dispute Resolution’s* Volume 38 issues 1, 3, and 4 were ultimately selected.

Issue 1 will feature the following contributions:

- The issue opens with John Powell and Ned Conner’s contribution, *Form and Substance: Understanding Conceptual and Design Differences Among Racial Equity Proposals and a Bold Application*, wherein they articulate perspectives on equity and define “targeted universalism,” a framework to think beyond equity so that all involved see they have something to gain.¹²

¹¹ Our original call did not provide compensation for Black, Indigenous, and people of color (BIPOC) authors with non-academic careers. Frank Dukes urged DCP to consider compensation for BIPOC authors who are not employed by academic institutions to produce academic scholarship. We are grateful to Moritz Dean Lincoln Davies for recognizing the merit and value of the suggestion, and quickly securing fiscal resources to offer a modest stipend.

¹² John Powell & Ned Conner, *Form and Substance: Understanding Conceptual and Design Differences Among Racial Equity Proposals and a Bold Application*, 38 OHIO ST. J. ON DISP. RESOL. 13 (2023).

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- Oladeji Tihamiyu, Amy Schmitz, and Colin Rule’s article *Technology Driven Racial Reconciliation: A Practical Guide for the Use of Technology in Truth Commissions* gives an overview of the challenges and opportunities of embedding technology and online dispute resolution concepts into the work of truth and reconciliation style commissions.¹³
- Emily Galvin-Almanza illustrates the value of what she calls “collaborative defense” in her piece, *Equal Mercy: Increasing Legal System Equity with Collaborative Defense*.¹⁴
- The issue concludes with *Constructing Community Cohesion Organically and Strategically*, Sooyeon Kang’s analysis of three community-led projects which seek to identify and address issues tearing at their respective social fabrics.¹⁵

Issue 3 will feature the following contributions:

- Sarah Cole, Grande Lum, Craig McEwen, and Nancy Rogers demonstrate varied approaches to framing TRC-style commissions have used and which emerging commissions might consider in their article titled “*Framing*” in *Public Initiatives to Advance Racial Equity*. Cole and her colleagues review interdisciplinary literature and leverage the work of emerging domestic commissions from New York City, Charleston (S.C.), and California.¹⁶
- Longstanding collaborators and colleagues Selena Cozart and Frank Dukes share insights and challenges to mediation from the lens of race and equity in their piece, “*We Don’t Want Any of That Neutrality*” and *Other Lessons from Mediating Race and Equity*.¹⁷

¹³ Oladeji, Tihamiyu, Amy Schmitz & Colin Rule, *Technology Driven Racial Reconciliation: A Practical Guide for the Use of Technology in Truth Commissions*, 38 OHIO ST. J. ON DISP. RESOL. 59 (2023).

¹⁴ Emily Galvin-Almanza, *Equal Mercy: Increasing Legal System Equity with Collaborative Defense*, 38 OHIO ST. J. ON DISP. RESOL. 93 (2023).

¹⁵ Sooyeon Kang, *Constructing Community Cohesion Organically and Strategically*, 38 OHIO ST. J. ON DISP. RESOL. 139 (2023).

¹⁶ Sarah Cole, Grande Lum, Craig McEwen & Nancy Rogers, “*Framing*” in *Public Initiatives to Advance Racial Equity*, 38 OHIO ST. J. ON DISP. RESOL. (forthcoming Feb. 2023).

¹⁷ Selena Cozart & Frank Dukes, “*We Don’t Want Any of That Neutrality*” and *Other Lessons from Mediating Race and Equity*, 38 OHIO ST. J. ON DISP. RESOL. (forthcoming Feb. 2023).

- To conclude the third issue, Erin Bloom and Lisa K. Dicker share their work on transitional justice in *The Politics of Justice: Analyzing the Politicization of Transitional Justice Processes*.¹⁸

Issue 4, the third and final issue of this symposium series, will include up to five articles from the symposium:

- Kristen Blankley and Ashley Votruba share the challenges of facilitating race-focused conversations in rural, white communities in their piece *Discussing Race in Rural and Other Non-Diverse Communities*.¹⁹
- Katrina Lee, Simone Drake, Kevin Passino, and Hugo Gonzalez Villasanti discuss their work applying dispute resolution and technology concepts to enhance community-police interaction, in their work titled *A Multidisciplinary Approach to Improving Police Interactions with Black Civilians*.²⁰
- In *The Truth and Action Project: Addressing Systemic Racism in the Criminal Justice System in Minnesota*, Sharon Press, Juanita Freeman, and Richard Frase illustrate their deep engagement with a “truth and action commission” hosted by the Mitchell-Hamline School of Law. They are doing the work. Their energy and efforts are on display in this rich illustration of how local leaders can take action to advance racial equity in their communities.²¹
- In “*How Does a City Radically Change?*”, Rose M. Brewer shares her experience as a member of the Minneapolis, Minnesota Truth and Reconciliation Working Group, which carried out the city council’s charge to design a TRC process for Minneapolis.²²

¹⁸ Erin Bloom & Lisa K. Dicker, *The Politics of Justice: Analyzing the Politicization of Transitional Justice Processes*, 38 OHIO ST. J. ON DISP. RESOL. (forthcoming Feb. 2023).

¹⁹ Kristen Blankley & Ashley Votruba, *Discussing Race in Rural and Other Non-Diverse Communities*, 38 OHIO ST. J. ON DISP. RESOL. (forthcoming Apr. 2023).

²⁰ Katrina Lee, Simone Drake, Kevin Passino, and Hugo Gonzalez Villasanti, *A Multidisciplinary Approach to Improving Police Interactions with Black Civilians*, 38 OHIO ST. J. ON DISP. RESOL. (forthcoming Apr. 2023).

²¹ Sharon Press, Juanita Freeman & Richard Frase, *The Truth and Action Project: Addressing Systemic Racism in the Criminal Justice System in Minnesota*, 38 OHIO ST. J. ON DISP. RESOL. (forthcoming Feb. 2023).

²² Rose M. Brewer, *How Does a City Radically Change?*, 38 OHIO ST. J. ON DISP. RESOL. (forthcoming Feb. 2023).

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II. MOVING THE BALL ON RACE EQUITY.

When we began designing this symposium series in January 2021, polling indicated that a majority of Americans supported the movement for racial equity.²³ Collectively, we are committed to advancing race equity and believe dispute systems design concepts may be appropriately embedded into these initiatives. Further, we believe that present and future commissions will benefit from this and parallel work. We saw an opportunity during the symposium series to bring together commission leaders to collaborate, to share resources, reflect upon opportunities, and discuss challenges. Through this symposium and the resulting scholarship herein, we highlight our individual and collective efforts to support the design of race equity initiatives, share how some of these initiatives have advanced, and intentionally publicly commit to engage in this critical work.

A. DCP's efforts

In the spring of 2021 DCP, in collaboration with the Mershon Center for International Security Studies, published *A Practical Guide to Planning Initiatives for Working Together To Advance Racial Equity* to share lessons drawn from international experience that were instructive for the design of emerging commissions in the United States.²⁴ The second edition, *A Practical Guide to Planning Collaborative Initiatives to Advance Racial Equity*, was published in early August 2022.²⁵ Because these processes continue to emerge, to encounter and overcome obstacles, and to conclude their work, we

²³ See, e.g., Juliana Menasce Horowitz, *Support for Black Lives Matter Declined After George Floyd Protests, but Has Remained Unchanged Since*, PEW RSCH. CTR. (Sept. 27, 2021), <https://www.pewresearch.org/fact-tank/2021/09/27/support-for-black-lives-matter-declined-after-george-floydprotests-but-has-remained-unchanged-since/> [https://perma.cc/79GV-MEM8] (55% of Americans support Black Lives Matter movement).

²⁴ Divided Community Project & Mershon Center for International Security Studies, *A Practical Guide to Planning Initiatives for Working Together To Advance Racial Equity*, OHIO STATE UNIV.: MORITZ COLL. OF L. (2021), https://moritzlaw.osu.edu/sites/default/files/2021-07/Racial-Equity-Guide-April-9-2021_1.pdf [https://perma.cc/VN5F-FZGB].

²⁵ Divided Community Project & Mershon Center for International Security Studies, *A Practical Guide to Planning Collaborative Initiatives to Advance Racial Equity*, OHIO STATE UNIV.: MORITZ COLL. OF L. (Aug. 2022), <https://moritzlaw.osu.edu/sites/default/files/2022-08/DCP%20Racial%20Equity%20Guide%202nd%20August%202022.pdf> [https://perma.cc/3Y7B-RZWY].

anticipate continuing to learn and further anticipate sharing those lessons in a third edition of the guide no later than early 2024.

In late 2021, DCP secured funding to support an interdisciplinary effort at The Ohio State University, designed to join strengths in dispute system design, social work, peace efforts, sociology, and urban planning. Leveraging the expertise of social scientists, DCP and its partners are coding hundreds of hours of publicly available truth and reconciliation commission meetings. DCP plans to interview participant commissioners and staff, review authorizing documents, engage with stakeholders and analyze the data to develop evidence-based tools to overcome situational and attitudinal barriers to advancing racial equity.²⁶

In addition, with support from the Mershon Center, DCP facilitates the sharing of ideas and resources between the staffs from different commissions. And, upon request and at no cost to the communities, DCP consults quietly with commission staff and/or commission members of various, primarily government-initiated commissions. Most recently, DCP mediator Ron Wakabayashi delivered testimony at the September 2022 meeting of the California Attorney General's Task Force to Study and Develop Reparation Proposals for African Americans. Wakabayashi's testimony focused primarily on his experience as the director of the Japanese American Citizens League when he worked with Japanese American communities as

²⁶ See Chris Bournea, *President's Research Excellence Program Funds Projects Tackling Societal Challenges*, OHIO STATE NEWS (Nov. 18, 2021), <https://news.osu.edu/presidents-research-excellence-program-funds-projects-tackling-societal-challenges/> [<https://perma.cc/ZWN7-59R3>].

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they prepared to tell their stories²⁷ to the Congressionally authorized Commission on Wartime Relocation and Internment of Civilians.²⁸

B. *HNMCPC's efforts*

In June 2022, HNMCPC convened an “ADR & Racial Equity Hackathon,” a day-long, team-based sprint to build solutions to address power imbalances and racial inequity in alternative dispute resolution.²⁹ This virtual event attracted over fifty practitioners, academics, and students from a diverse array of fields and backgrounds, and was organized into self-selected and self-facilitated groups that examined topics ranging from empowering alternative dispute resolution (ADR) practitioners of color, to addressing voting rights issues through dispute resolution, to designing more culturally sensitive and trauma-informed mediation processes, and more. Participants have continued to follow up on the concrete ideas that emerged from this event.

HNMCPC's clinical work also has an ongoing focus on helping organizations and communities better understand and address systemic inequities, including racial inequity. Through its Dispute Systems Design Clinic, HNMCPC has engaged in two clinical projects with the Suffolk County District Attorney's Office (SCDAO) that relate to the exploration and potential growth of restorative justice initiatives as a method to engage harms and

²⁷ *September 24, 2022 Reparations Task Force Meeting* YOUTUBE AT 1:42:30 (October 8, 2022), https://www.youtube.com/watch?v=ipcn_3Be6kQ&t=4959s (while recognizing that the Japanese American experience was not comparable to the African American experience, Wakabayashi described how the Commission hearings brought his community together. He recalled that the community did not think they had heroes and knew nothing of their wartime history. Through the commission process “we got this marvelous gift. We got heroes.”).

²⁸ The Commission on Wartime Relocation and Internment of Civilians was established by act of Congress in 1980 with the authority to review “review directives of United States military forces requiring the relocation and, in some cases, detention in internment camps of American citizens, including Aleut civilians, and permanent resident aliens of the Aleutian and Pribilof Islands”, review the context surrounding Executive Order 9066 which compelled individuals to “leave the West Coast on the basis of wartime military necessary”, and “recommend appropriate remedies.” REPORT OF THE COMMISSION ON WARTIME RELOCATION AND INTERNMENT OF CIVILIANS, PERSONAL JUSTICE DENIED, 1, 9 (1982). After years of work and eliciting more than 750 testimonies, the Commission recommended reparations for Japanese Americans and Aleutians. REPORT OF THE COMMISSION ON WARTIME RELOCATION AND INTERNMENT OF CIVILIANS, PERSONAL JUSTICE DENIED: PART 2, 8-12 (1983).

²⁹ *ADR and Racial Equity Hackathon*, Harvard Negotiation & Mediation Clinical Program (June 8, 2022), <https://hnmcp.law.harvard.edu/hnmcp/news/adr-racial-equity-hackathon/>.

inequity. The first, in Fall 2021, involved an assessment by HNMCP to better understand the challenges and opportunities SCDAO might have to expand restorative justice services and options within the agency and in the Boston-area communities that comprise Suffolk County. As of this writing, the second project, in Fall 2022, builds directly on the resulting recommendations, and seeks to help SCDAO design a structure for effectively delivering restorative justice training, tools, expertise, and capacity to community stakeholders in Suffolk County. Also in Fall 2022, the Dispute Systems Design Clinic began a project with a national association of legal aid and defense attorneys to identify best practices for designing inclusive and equitable governance structures that engage community advocates from client communities in important decision making. A central objective of this project is to support the association's broader goal to eradicate racial oppression on individual, organizational, and systemic levels by ensuring that internal structures are achieving that same end.

C. *SLS's efforts*

The Martin Daniel Gould Center for Conflict Resolution at Stanford Law School has undertaken a series of policy labs in the past year to explore the management of conflict in different contexts and communities. Within the campus of Stanford itself, students worked with the Office of the Provost to evaluate an array of policies, practices, and systems to address instances of harm and intolerance within the campus community—students, staff, and faculty. The San Francisco Human Rights Commission Reparations Committee (SFHRC) featured as a client for students from across the university to study the key housing policies and laws that resulted in relevant racial disparities in housing, education, health, and intergenerational wealth. In a continuation of the policy lab, students will expand the scope of research through design of a community-led oral history process to capture perspectives from past to present of the lived experiences of San Francisco's Black community. These labs will provide a roadmap to achieving policy and systemic change.

D. *Collective Advancement*

As part of the public symposium events, we brought together commission members and commission staff from a number of commissions: California Task Force to Study and Develop Proposals for African Americans, with a Special Consideration for African Americans Who are Descendants of Persons Enslaved in the United States, California Truth & Healing Council,

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Carlisle Truth and Reconciliation Commission, Charleston Special Commission on Equity, Inclusion and Racial Conciliation, Minneapolis Truth and Reconciliation Workgroup, NYC Racial Justice Commission, Mitchell Hamline Truth and Action Project, San Francisco Truth, Justice & Reconciliation Commission, and San Francisco African American Reparations Advisory Committee. These conversations are captured online.³⁰

Already, we can demonstrate some modest evidence that ideas from the symposium series are having an impact on the work of commissions. For example, reflecting on his experience participating in the symposium series, Carlisle (Pa.) commissioner Raff Donnelson suggested that it was possible for a government-initiated commission to highlight and elevate community concerns which are tangential to the scope of a commission:

I spent Friday at a conference hosted by Ohio State about truth and reconciliation commissions around the country . . . I got to talk to other people who serve on such commissions, and they were all constituted in extremely different ways. . . . I learned . . . these reports will be talked about There is a really important place for saying even though borough council can only do certain things, there are other problems that this [] report will can shed light on. . . . [W]e can say borough here's the thing that you can actually do but here are some outstanding problems and issues that other people in

³⁰ See *Rethinking Systems Design for Racial Justice & Equity—Panel 1*, STAN. L. SCH. (May 23, 2022), <https://law.stanford.edu/videos/rethinking-systems-design-for-racial-justice-equity-panel-1/> [<https://perma.cc/9J64-G7BD>] (SLS hosted the February 25, 2022 event. The first panel featured six individuals engaged in truth and reconciliation style work in California. The second panel featured seven symposium contributors and designers); *Rethinking Systems Design for Racial Justice & Equity—Panel 2*, STAN. L. SCH. (May 23, 2022), <https://law.stanford.edu/videos/rethinking-systems-design-for-racial-justice-equity-panel-2/> [<https://perma.cc/YBH5-EBG7>]; The Ohio State Univ. Moritz Coll. of L., *Rethinking Systems Design for Racial Justice & Equity*, YOUTUBE, <https://www.youtube.com/playlist?list=PLX8R4mQL1CziMn0nkuOfhQE2KjZHbxY6J> [<https://perma.cc/4GKG-PZ5Z>] (Apr. 26, 2022) (DCP hosted the event on March 11, 2022. Recordings include the following sessions: (1) *Race & Policing: Design Intervention*; (2) *Framing Justice—Conversation with John A. Powell*; (3) *Truth, Justice, and Reconciliation in Action* (featuring five individuals engaged in truth and reconciliation-style work in New York City, Charleston (S.C.), Carlisle (Pa.), and Minneapolis/Saint Paul (Minn.)); (4) *Reflections on Truth, Justice, and Reconciliation*; and (5) *Practitioner Observations from the Field.*); Harv. Negot. & Mediation Clinic, *Rethinking Systems Design for Racial Justice HNMCP Webinar April 8 2022*, YOUTUBE (May 18, 2022), <https://www.youtube.com/watch?v=sHVfgg2EtI8> [<https://perma.cc/46PJ-BV9U>] (The recording features two sessions: (1) *New Directions & New Questions for Truth and Reconciliation*; and (2) *Redesigning for Racial Justice in the Legal System.*).

our community could work on that could bring us closer to the ultimate goal.³¹

Donnelson's commission colleague responded as follows:

I'm hearing consensus that there's a lot of value in having an appendix that makes recommendations beyond the [commission's] sphere of authority. . . . The way I'm going to hold [us] accountable for that is that at each meeting henceforth I will ask if people have items on that list that they'd like to share.³²

III. OUR CONTINUED COMMITMENT

Dukes and Cozart remind us that “systemic change takes time” and suggest “[m]aking change involves a call for enduring commitment rather than for patience. If the moral arc of the universe bends at all, it by no means necessarily bends towards justice; rather, it bends the way that people make it bend.”³³

We hope this symposium series might inspire you to embed one idea in your community, focus on equity, justice, and race in the classroom, or energize your commitment to systemic change. Collectively, we anticipate continuing this collaboration, facilitating conversations, learning and sharing scholarship related to dispute resolution and systems design, and aspiring to the call for an enduring commitment to “bending the arc” toward a more just and equitable society.

³¹ Borough of Carlisle, *2022 Truth and Reconciliation Commission Meetings*, YOUTUBE (Mar. 10, 2022), <https://www.youtube.com/watch?v=DewmGorTy0c&list=PLdRdphciAUPIrBodDk2we0wBe6hMIF6ir&index=3> [<https://perma.cc/RDU8-L5DA>] (TRC March 2020 meeting).

³² *Id.*

³³ Cozart & Dukes, *supra* note 17.