

INCLUSIVENESS AT WORK

HOW TO BUILD INCLUSIVE NONPROFIT ORGANIZATIONS



Katherine Pease

With

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THE DENVER FOUNDATION

Denver, Colorado


INCLUSIVENESS AT WORK:

HOW TO BUILD INCLUSIVE NONPROFIT ORGANIZATIONS

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This workbook sets forth a suggested model and plan to assist nonprofit organizations in their efforts to become more inclusive. This workbook necessarily contains generalizations regarding both nonprofit organizations as a whole and the behaviors of different racial, ethnic, and social groups. How specific organizations, groups, or individuals respond and behave in particular situations, of course, will depend on their individual circumstances. As a result, neither the authors nor The Denver Foundation can guarantee that following the model and plan set forth in this workbook will result in a more inclusive organization or that the organization will be successful in any other way.

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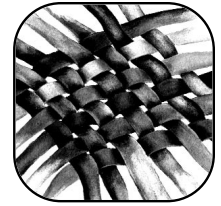


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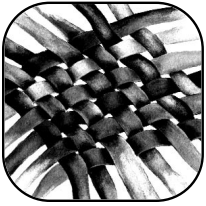
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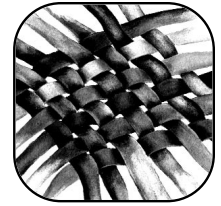
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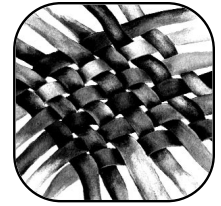
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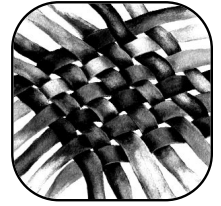
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INTRODUCTION



Welcome! If you are reading this, you're likely interested in helping your organization become more inclusive of people of color, and perhaps more inclusive of other diverse communities as well. The first step to becoming more inclusive is to make a commitment to learn more about inclusiveness. This workbook is designed to help nonprofit organizations of all sizes and purposes learn about inclusiveness. While The Denver Foundation values all forms of inclusiveness, the primary focus of this workbook is to help nonprofit organizations learn how to become more inclusive of people of color.

Note: The term “people of color” is used throughout this workbook to refer collectively to African Americans, American Indians and Alaska Natives, Asian Americans and Pacific Islanders, Hispanic/Latino Americans, multiracial individuals, and all other persons who are not categorized as white by the U.S. Census.

The workbook was developed by The Denver Foundation's Expanding Nonprofit Inclusiveness Initiative (ENII). The Denver Foundation created this initiative in response to broad community interest in diversity and inclusiveness. ENII's first step was to complete research that identified best practices and barriers to becoming more inclusive. ENII's second step is to provide nonprofit organizations with tools - such as this workbook - to help them become more inclusive. (Information about other tools can be found online at www.denverfoundation.org.)

Note: The full report, *Inside Inclusiveness: Race, Ethnicity and Nonprofit Organizations*, can be downloaded at www.denverfoundation.org. In addition, the executive summary of the report can be found in the Appendix.

What Will Organizations Achieve by Completing This Workbook?

If you complete and follow through on the modules in this workbook, your organization will likely achieve many or all of the following:

- A clear understanding of the benefits of inclusiveness.
- A definition of diversity and inclusiveness and a case statement clarifying your organization's commitment to inclusiveness.
- A greater understanding and awareness of the impact of racism and ethnocentrism on the people in your organization and the people you serve, as well as society at large.



- A clear understanding of facts, perspectives, and best practices in relation to inclusiveness in your community, field, and organization.
- An analysis of your organization's strengths and challenges in regard to inclusiveness.
- An inclusiveness blueprint created by and for your organization, tailored to your needs, that outlines the goals, strategies, and tactics that you will engage in to become more inclusive of communities of color.
- A plan for your organization to stay engaged in inclusiveness over the long-run.

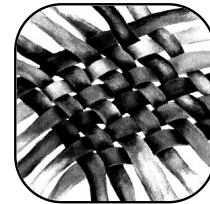
Who Should Use This Workbook?

This workbook has been created as a user-friendly and interactive guide for nonprofit executive directors, staff, and board members. However, it is not intended for all nonprofit organizations. At the conclusion of this introduction, you will find a pre-test that will help you determine whether or not the workbook is a good fit for your organization right now. **It is very important that every organization take the pre-test if it is considering using the model in the workbook.**

In addition, this workbook is primarily designed for organizations historically governed by a predominantly white Board of Directors and run by a predominantly white staff. Some people refer to such organizations as dominant culture organizations. Organizations that are predominantly governed and run by people of color may also need to address issues of inclusiveness related to race and ethnicity; however, the research that has been conducted by The Denver Foundation and other resources consulted for this workbook generally do not address issues of race and ethnicity within organizations that are rooted in communities of color. Dynamics within different communities of color and between different communities of color can have complex nuances; thus, more research and tools are needed to address race-related issues in organizations with staffs and boards that are predominantly of color.

Finally, this workbook has been created primarily for organizations that are relatively new to a more intense inclusiveness initiative that will expand inclusiveness in their organization. However, organizations that have already invested significant time and energy in becoming more inclusive and who have been successful in doing so will likely find many components of the workbook useful.

Is This Workbook Valuable for Organizations That Want to Address Race, Ethnicity, AND Other Types of Diversity?



This workbook focuses on helping organizations become more inclusive of people of color. However, the exercises have been developed in such a way that organizations that are interested in addressing issues of other diverse communities can use the workbook, too. Throughout the workbook you will find shaded boxes with tips for organizations that use a broader definition for inclusiveness.

Note: The Denver Foundation’s Initiative focuses on race and ethnicity for many reasons.

(1) The Foundation wants to understand and help others understand more about how race relations specifically impact nonprofit organizations. The Foundation, in its work in the community, has received feedback that many nonprofit organizations are very interested in inclusiveness, specifically as it relates to race and ethnicity, but need tools to help them address this issue.

(2) The Foundation believes that, in light of the demographic shifts happening in Colorado and throughout the United States, many nonprofits do not have the tools necessary to deal with these rapid changes, and that there is an urgency to work with nonprofits so that organizations can better respond to the needs of their changing community.

(3) The Foundation has limited resources and wants to focus its resources on one issue, namely race, related to inclusiveness practices to make a significant impact. The Foundation values all types of inclusiveness, and believes that, as organizations better understand how to become inclusive of people of color, those lessons will help them build inclusiveness related to other diverse populations.

The Denver Foundation values all forms of inclusiveness, as shown by the Foundation’s Anti-Discrimination Policy: The Denver Foundation shall not discriminate on the basis of race, color, religion (creed), gender, age, national origin (ancestry), disability, marital status, sexual orientation, or military status in any of its activities or operations. These activities include, but are not limited to, hiring and firing of staff, selection of volunteers, selection of vendors, and provision of services.

What Is Inclusiveness?

Many people use the terms “diversity” and “inclusiveness” interchangeably. In the context of this workbook, these two terms have very different meanings.



For the purposes of this workbook, **diversity** describes the extent to which an organization has people from diverse backgrounds and communities working as board members, staff, and/or volunteers.

As defined for the purposes of this workbook, **inclusive** organizations not only have diverse individuals involved; more importantly, they are learning-centered organizations that value the perspectives and contributions of all people, and strive to incorporate the needs and viewpoints of diverse communities into the design and implementation of universal and inclusive programs. Inclusive organizations are, by definition, diverse at all levels.

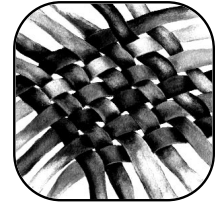
Developing inclusive organizations begins with a fundamental understanding and belief that different communities have different strengths and needs, and there are cultural nuances that impact how people think and behave. Characteristics of inclusive organizations include the following:

- Inclusive organizations are aware of different cultural nuances, and they use that awareness to plan and implement programs.
- Inclusive organizations understand that all people do not respond in the same way to messages, and they recognize that it is important to communicate in culturally appropriate and sensitive ways.
- Inclusive organizations develop internal systems to help bridge cultural gaps between people from different backgrounds, and they try to ensure that all voices are listened to and that all backgrounds are respected.
- Inclusive organizations are self-aware. This means that they intentionally solicit and listen to feedback about themselves. They realize that there are no simple answers to the challenges of living in a diverse world, but that our diverse communities provide opportunities at many levels. They understand that conflict is natural and do their best to effectively anticipate, manage, and resolve conflict.
- Inclusive organizations are most successfully built by organizational leaders who are open to change, willing to look inward, and willing to bring key stakeholders together for an open, honest dialogue. This type of dialogue begins the process of creating an inclusive organization.

Why Should Nonprofit Organizations Invest Time and Energy in Becoming More Inclusive?

Deciding to embark on an inclusiveness effort is a pivotal decision for an organization and it will require the participation of everyone in the organization. Organizations must develop a shared understanding of the

benefits of inclusiveness if they expect their key stakeholders to support an inclusiveness initiative. If you ensure that everyone understands why the work is important and where it will take them, you will be building a shared commitment that can result in deep changes for the organization.



At one time or another, most nonprofit organizations have asked themselves, “How do we become more diverse?” In fact, their first question should be, “Why do we need to become more diverse?” There are two basic reasons why creating a more inclusive organization is a worthy endeavor:

- Inclusiveness can help nonprofits be more effective and better serve their constituents and communities.
- Creating an inclusive workplace is good for business.

First and foremost, **inclusiveness can help organizations do their work more effectively and better serve their constituents and communities.** Nonprofits are in the business of making their communities healthier, stronger, and more enriching for all members. Whether they are involved in health care, the arts, civil rights, religious activities, or any other worthwhile charitable cause, nonprofits influence the quality of life for people in the communities they serve. People, by their very nature, experience many aspects of life, from health care to the arts, differently. One of the primary reasons that people experience life differently is because they have different cultural backgrounds. Therefore, when developing their programs and services, nonprofit organizations must take these cultural backgrounds and experiences into consideration in order to have a positive influence on the communities they serve.

Demographic shifts currently taking place in the United States are changing the makeup of the communities nonprofits serve. By the year 2050, it is expected that the Hispanic and Asian populations will triple, and that approximately half of the U.S. population will be people of color.¹ In general, this means that many nonprofits will need to become more knowledgeable about how communities of color experience their work. If nonprofits continue to base their plans and decisions on unexamined assumptions about their communities that may no longer be accurate, chances are high that their work will become less effective and relevant, given demographic changes.

Regardless of the mission of an organization, becoming more inclusive will help nonprofits be more successful. Here are some of the ways in which race, ethnicity, and culture can affect the work and effectiveness of nonprofit organizations.

“If we are to achieve a richer culture, rich in contrasting values, we must recognize the whole gamut of human potentialities, and so weave a less arbitrary social fabric, one in which each diverse human gift will find a fitting place.”

-Margaret Mead

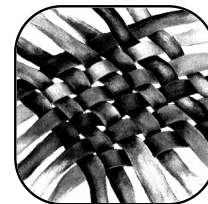


The American Association of Museums notes that “many communities are currently underrepresented in and underserved by museums. Museums that diversify their audiences, employees, and collaborators can help ensure future financial stability, broader cross-cultural understanding, the indispensable asset of community goodwill, and the increased intellectual capital gained through diverse perspectives and experiences.”²

For example, The Minneapolis Institute of Arts conducted a study that revealed that African Americans in the museum’s service area visited at a lower rate than their proportion in the population as a whole. Therefore, the museum decided to reach out to the African-American community in the Minneapolis-Saint Paul area to better understand the reasons for the differences in the rates. Through focus groups, the museum found that many African Americans felt that the museum’s collection lacked diversity and noted that exhibits which included many different cultures and emphasized connections between cultures would likely attract more African-American visitors. With the input of community members, the museum conceived of the following potential courses of action: creating more cross-cultural events, highlighting the artistic contributions of African and African-American artists in its permanent collection, and working to make the museum more reflective of and responsive to a variety of cultural traditions.³

Many educational organizations have recognized that the underlying causes of existing educational disparities are often different cultural approaches to education. Special post-secondary institutions called Tribal Colleges were created on Native American reservations to preserve culture while helping students obtain new skills and actively address the unique needs of Native American students. Between 1995 and 1996, 25,000 students were enrolled in 31 Tribal Colleges located in 12 states.⁴

In addition to providing centers of Indian research and scholarship, and employing tribal elders as instructors for certain courses, colleges respond to community needs: for example, at some colleges, the need for more American Indian elementary and secondary school teachers is addressed through providing teacher preparation programs or collaborations. Leech Lake Tribal College’s Project Grow seeks to address the high incidence of diabetes on the reservation by improving the community’s diet with traditional Indian crops.⁵ These institutions, designed to meet the needs of the Native American community, appear to be working: a survey by the American Indian Higher Education Consortium shows that 42 percent of students who earned two-year degrees at Tribal Colleges before transferring to a mainstream institution graduated, compared with only 30 percent of Native Americans who entered mainstream institutions as freshmen.⁶



There is a second compelling reason that race and ethnicity matter to the success of nonprofits. As many corporations have discovered and a great deal of research has proven, **creating an inclusive workplace is good for business**. This adage may even be truer for nonprofits than for corporations. Nonprofits generally have lower pay scales than their corporate counterparts. The staff and volunteers of nonprofits join because they receive personal satisfaction from working with nonprofits. When financial incentive is removed as a key factor in staff and board retention, then creating a healthy working environment becomes even more important. Some of the benefits of creating a more inclusive organization include:

- Higher job satisfaction, especially among staff of color.
- Lower turnover.
- Higher productivity.
- Higher employee morale.
- Improved problem-solving throughout the organization.
- Increased creativity and innovation.
- Increased organizational flexibility and ability to learn from people at all levels.
- Improving the quality of personnel through better recruitment and retention.
- Decreased vulnerability to legal challenges.^{7,8}

Other business-related reasons to become more inclusive include the potential to tap into new donor pools, improve program delivery, and reach out to new clients or audiences.

Later in the workbook (*Module 4: Making the Case for Inclusiveness*), you will have the chance to define how inclusiveness can make your particular organization more effective in accomplishing its mission. Because each organization has its own relationships with the communities it serves, you will need to define how those relationships impact your work. In doing so, you will help everyone in the organization develop a shared commitment to the organization's inclusiveness work.

What Is an Inclusiveness Initiative?

An inclusiveness initiative is a concerted, organized effort on the part of an organization to become more inclusive of people of color (and other diverse groups, if your organization has decided to have a broader focus for its current initiative). There are six overall steps within an inclusiveness initiative. They include:



- Step 1: Creating an Inclusiveness Committee (*Module 1*).
- Step 2: Engaging in inclusiveness/diversity training and hiring consultants/trainers (*Modules 2 and 3*).
- Step 3: Defining inclusiveness and diversity and creating the case for inclusiveness for your organization (*Module 4*).
- Step 4: Completing and analyzing information gathered, including available facts and stakeholder perspectives regarding your community, your field, and your organization (*Modules 5, 6, and 7*).
- Step 5: Completing an **inclusiveness blueprint** (similar to a diversity strategic plan) that spells out concrete goals, objectives, and tasks to help your organization realize the change it seeks (*Modules 8-17*).
- Step 6: Implementation of the inclusiveness blueprint (*Module 18*).

This workbook will take you through the first five steps. Once you have completed the inclusiveness blueprint, you will have everything you need for step 6 to begin enacting the steps that are outlined in the blueprint itself.

What Is Included in the Workbook?

Each module includes narrative and explanation sections, exercises to help you complete necessary activities, and an end-of-module checklist to help track progress. You will also find a narrative of a fictional organization that describes the organization's progress through an inclusiveness initiative.

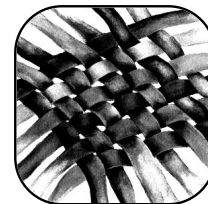
The appendix includes a list of resources, along with other materials your organization may find useful.

Is It Necessary to Complete All Eighteen Modules?

It is important that you complete all of the modules within Steps 1-4. Each of these modules will help build the foundation for a successful inclusiveness initiative.

Step 5 includes *Modules 8-17*. All organizations should complete *Modules 8 and 17*. Most organizations will only choose to work on two to four of the topics that are covered in *Modules 9-16*, so you should not feel obligated to complete all modules between 9 and 16. Future inclusiveness efforts may include additional topics, and you can come back to this workbook to complete the modules in those additional areas.

Step 6, implementation of the inclusiveness blueprint, is, of course, critical for every organization.



Does It Matter in What Order Modules Are Completed?

In general, it is recommended that you follow the outline presented in the workbook because each module builds on the work of previous modules. However, if your organization has previously completed the work that is described in any of the modules (e.g., *Module 1: Creating an Inclusiveness Committee*), then you should feel free to move on to the next module.

Note: A variety of factors influences the timing of inclusiveness/diversity training. In some cases, it may be better to do inclusiveness training before or after completing the other steps of an inclusiveness initiative. See *Module 2: Inclusiveness Training* for more information on this subject.

How Does an Organization Work Through Each Modules?

The work of each module will be completed by your organization's Inclusiveness Committee (see *Module 1* for more information on the committee), a subset of the committee, or another group your organization designates. Each module will involve reading text, attending meetings, and completing exercises. One week prior to completing a given module's exercises, distribute copies of the text to relevant parties for their individual review. (Note: though this workbook is copyrighted material, we encourage nonprofit organizations to make copies of relevant materials for internal use.)

Most organizations will then hold meetings to discuss the module's content and complete exercises; meeting length will vary, but no more than two hours at a time is recommended.

Is This Workbook Designed to Be Completed With the Help of Consultants?

This workbook can be completed with or without the help of consultants. However, if you can find the resources to hire a talented consultant, especially to help with inclusiveness/diversity training, his or her assistance will likely lead to greater success in becoming more inclusive. Yet not all nonprofit organizations have the funds to hire consultants. If your organization cannot afford to bring in outside assistance to help with the inclusiveness initiative, the workbook will still be of great value to you.

In *Module 3: Hiring Consultants*, you will receive additional information about hiring consultants.



How Much Will It Cost to Complete an Inclusiveness Initiative?

One of the factors to consider in an inclusiveness initiative is cost. The cost will depend upon your organization and how you decide to go about engaging in an initiative. When considering costs related to an inclusiveness initiative, remember that the initiative is an investment in the long-term future of your organization. Some of the cost variables include:

- Whether you work with a consultant to manage the process.
- The extent to which you utilize consultants to gather data for the information gathering process.
- The types of resources you employ to gather data during the information gathering phase.
- How in-depth your inclusiveness/diversity training is.
- Whether or not you use external evaluators to measure your progress.
- Meeting expenses.

Clearly, hiring consultants/trainers is the costliest potential expense of an inclusiveness initiative. Fees for consultants vary widely and depend in part on where your organization is located as well as the number of consultants involved, the work performed, and the contract negotiated. Fees can be project-based or figured at an hourly rate. Consulting fees vary widely. An average range for nonprofit consultants is \$75 - \$175/hour. (Consultants who work mostly with corporations or very large nonprofits may have rates as much as \$250/hour or higher.)

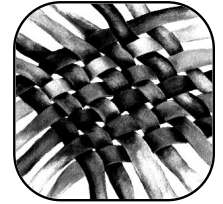
The following is a typical range of hours for each area of work for which a typical nonprofit organization with a staff of 50 people or fewer might expect to use the services of a consultant throughout the inclusiveness initiative:

| | |
|-------------------------|-------------|
| Overall Guidance: | 20-60 hours |
| Information Gathering: | 30-60 hours |
| Inclusiveness Training: | 20-40 hours |
| Evaluation: | 10-20 hours |

Note: These numbers are rough estimates only. The larger an organization and the more complex the issues facing an organization (e.g. legal compliance issues) the more assistance from consultants will be needed.

Costs for your inclusiveness initiative can usually be introduced gradually, as the process will take some time.

How Long Will It Take to Complete an Inclusiveness Initiative?



The process of developing an inclusiveness blueprint will vary from one organization to the next, much as the length of time that it takes to complete a strategic plan varies depending on the organization. Here are some rough guidelines to get a sense of how long each step might take your organization:

Step 1: Creating an Inclusiveness Committee (*Module 1*)

- One week to two months

Step 2: Engaging in inclusiveness/diversity training and hiring consultants/trainers (*Modules 2 and 3*)

- This process usually takes place in tandem with Step 3-6. The timeline is unpredictable; see *Module 2: Inclusiveness Training* to learn more about variables that affect the timeline for training.

Step 3: Defining inclusiveness and diversity and creating the case for inclusiveness for your organization (*Module 4*)

- Two weeks to two months

Step 4: Completing and analyzing information gathering of available facts and stakeholder perspectives regarding your community, your field, and your organization (*Modules 5, 6, and 7*)

- One month to one year

Step 5: Completing an inclusiveness blueprint that is similar to a diversity strategic plan that spells out concrete goals, objectives, tasks, etc., to help your organization realize the change it seeks (*Modules 8-17*)

- One month to four months

Step 6: Implementation of the inclusiveness blueprint (*Module 18*)

- Ongoing

In general, it is best not to rush the process of an inclusiveness initiative. It takes time to do this work well and, not surprisingly, success will depend in part on how inclusive the process itself is. Moreover, people will need to have the time and space to talk about their experiences because this work can be personally challenging. On the other hand, it is better not to take such a long time that you lose momentum. People can



get frustrated if they feel that nothing concrete has materialized as a result of their work, which can result in dissatisfaction with the inclusiveness initiative. Thus, you will want to strike a balance between moving the process forward and showing accomplishments along the way, and taking enough time that people have input into the process.

How Long Should the Inclusiveness Blueprint Last an Organization?

The inclusiveness blueprint will likely cover a two to four year span. That is to say, the time that it takes for an organization to begin implementation of the blueprint until the time that the desired outcomes are achieved should be between two and four years. However, this time period can vary significantly depending on the organization. Some organizations may decide to use the same basic framework for the blueprint for five or more years but actively work to update it every 12 months. Others may decide that it will only take 18 months to complete the initial outcomes and then start from scratch at the end of 18 months with a new blueprint. Each organization must decide for itself the duration that will best suit its needs.

Will Organizations Be Finished After Completing *Module 18*?

Yes and no. You will have completed the formal elements of the workbook and you will have a lot to show for your work. Moreover, you will be well on your way to becoming more inclusive as an organization. On the other hand, inclusiveness work is never absolutely complete in the same way that a nonprofit's mission is (almost) never completely achieved. Rather, as your organization becomes more inclusive, you will likely find that an awareness of inclusiveness will be integrated into all of your work. Inclusiveness is a continual process rather than a fixed destination. Your organization will likely continue to re-assess its programs and policies to determine how well you're meeting the ever-changing needs of the community.

Over time, most organizations will develop mechanisms to ensure that inclusiveness is institutionalized at every level. For example, it may become so integrated into the strategic planning process, the performance review process, the board recruitment process, and so on, that it is no longer necessary to maintain a special inclusiveness initiative. You will always want to take steps to ensure that your programs and organizational culture are inclusive and that newcomers to your organization share an understanding of inclusiveness. This, too, will evolve to simply be a part of the way your organization does business.

What's the First Step?

Now that you have a clear understanding of what is involved in an inclusiveness initiative, it is time to take the pre-test - *Is This Workbook Right for Your Organization?* - to determine whether or not your organization is ready to embark on the type of inclusiveness initiative described in this workbook. If you are not quite ready to engage in a full inclusiveness initiative at this time, the pre-test will provide you with suggestions of other steps you can take. If you are ready now, then good luck, and enjoy the journey!



¹“Census Bureau Projects Tripling of Hispanic and Asian Populations in 50 Years; Non-Hispanic Whites May Drop To Half of Total Population,” US Census Bureau, www.census.gov.

²“Information Center Fact Sheets: Diversity Efforts of Museum Service Organizations and Developing a Diversity Plan,” American Association of Museums, www.aam.org.

³“A New Audience for a New Century,” The Minneapolis Institute of the Arts, www.artsmia.org.

⁴*What Makes Tribal Colleges Unique?* American Indian Higher Education Coalition, October, 1998, www.aihec.org.

⁵Ibid.

⁶Ibid.

⁷Sources: Cox, Taylor, *Developing Competency to Manage Diversity*, San Francisco, CA: Berrett-Koehler Publishers, Inc, 1997.

⁸Society for Human Resource Managers, www.SHRM.org.