

MODULE 1: CREATING A STRUCTURE FOR YOUR INITIATIVE: PEOPLE AND COMMUNICATIONS

Step One: Creating Your
Inclusiveness
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Step One: Creating Your Inlusiveness Committee

MODULE 1: CREATING A STRUCTURE FOR YOUR INITIATIVE: PEOPLE AND COMMUNICATIONS

Overview of Content

In this module you will:

- Learn about the roles and responsibilities of the executive director, board of directors, staff, and key volunteers and determine the roles and responsibilities for people in your organization.
- Learn about the responsibilities of an Inlusiveness Committee and committee chairperson, review a sample job description for committee members, and learn how to form your Inlusiveness Committee.
- Learn how to engage other members of your organization in the work of becoming more inclusive.
- Determine audiences and methods of communication so that all appropriate people know about the initiative, its progress, and how they can participate.

This module also gives you preliminary information about the role of consultants in developing your inlusiveness initiative. In *Module 3* you will learn how to evaluate whether or not hiring a consultant is right for your organization and how to hire a consultant.

Who to Involve

Many people will be involved in the work of this module as you form your Inlusiveness Committee. Once the committee is in place, it will be responsible for the majority of the work included in this workbook.

Exercises to Complete

- *Sample 1-A: Sample Job Description for Inlusiveness Committee Members*
- *Exercise 1-B: Forming Your Inlusiveness Committee*
- *Exercise 1-C: Creating Effective Communications*
- *End-of-Module Checklist*

MODULE 1: CREATING A STRUCTURE FOR YOUR INITIATIVE: PEOPLE AND COMMUNICATIONS



Establishing Roles and Responsibilities

Engaging in an inclusiveness initiative will have a lasting impact on all aspects of an organization's work and will affect everyone in your organization. Therefore, it is important that everyone in your organization be involved throughout the initiative. However, it is not practical for everyone to be involved at every stage or at the same level.

- Some people, especially your executive director or CEO, will need to be intimately involved at every stage in the process in order to ensure success.
- Others can be kept informed and can provide input along the way, but they do not need to take part in every decision.

Roles and Responsibilities of the Executive Director/CEO

The success of your inclusiveness initiative will depend, in significant part, on ensuring that your executive director is involved with and supportive of the initiative. There are a number of roles and responsibilities he or she will undertake.

- In most nonprofit organizations, the executive director is responsible for working with the board of directors to create and implement a vision for the organization. Becoming an inclusive organization starts with creating a vision for how the organization will look when it is truly inclusive. If the executive director is not part of creating that vision and does not regularly reinforce the vision, the rest of the organization will not likely develop a lasting commitment to being inclusive.
- The recommendations that develop out of the inclusiveness initiative will impact the organization's programs and operations. As the individual ultimately responsible for implementing organizational priorities, the executive director must be involved in setting those priorities and establishing accountability for achieving them.
- Staff and volunteers usually set their priorities based in large part on the overall organizational priorities. When the executive director makes it clear that inclusiveness is a high priority, staff and volunteers will be much more likely to invest the energy needed to ensure its success.
- The executive director acts as the critical conduit between the board of directors and the staff. His or her commitment to conveying information from the board to the staff and vice-versa ensures smooth and effective internal communications and makes certain that



the policies set by the board of directors are in alignment with the activities of the staff.

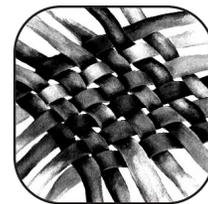
- While it is critical that the executive director be involved with the initiative, it is also important to recognize that some members of the staff who sit on the Inclusiveness Committee and who are not accustomed to working directly with the executive director may find it awkward, at least initially, to serve on the same committee as the executive director. Since power dynamics are virtually inevitable within organizations with a hierarchical structure, it is important to be aware of the potential dynamics at all times and for the executive director to do his or her best to minimize any discomforts that staff may have.

Roles and Responsibilities of the Board of Directors

- An inclusiveness initiative is most successful when the board of directors participates in and fully supports the initiative.
- The board is responsible for setting organization-wide policy, some of which may be reviewed during the inclusiveness initiative.
- If a board of directors actively resists change, then the board can be a significant barrier to progress.
- If a board of directors commits to creating a more inclusive organization but the executive director resists, then it is unlikely that real change will come about, since the executive director, with the staff, is responsible for implementing the majority of changes that result from inclusiveness initiatives.
- The board of directors is responsible for hiring and firing the executive director; if the board does not embrace the outcomes of an inclusiveness initiative, it may hire a future executive director who is not committed to inclusiveness and therefore minimize the long-term impact of the work.

To ensure a successful inclusiveness initiative, the board of directors needs to support and encourage the executive director to be an active participant.

The board also should commit to being involved in some of the activities of the initiative, though, as is the case for the staff, not all board members need to commit to being involved at the same level. It is particularly vital that the board chairperson or co-chairpersons support the initiative and actively participate. An organization will also find it beneficial if other members of the board who have a particular interest in inclusiveness actively participate.



Realistically, not everyone on a board of directors will start out fully understanding the need for an inclusiveness initiative, much less fully embracing such an effort. As long as some members of the board lead the way and engage other members, the rest of the board will likely come along over time. It is most important that the board as a whole commits to examining its own practices and policies at some point in the process, and preferably, to engaging in some kind of inclusiveness or diversity training as well.

The board also needs to recognize that resources of time, money, and energy will be required to engage in the inclusiveness initiative and they must be willing to secure and allocate such resources as needed.

Roles and Responsibilities of Senior Staff/Management Staff

The senior management of an organization, regardless of size, needs to be integrally involved with the design, development, and implementation of the inclusiveness initiative. Most organizations will find that an in-depth inclusiveness initiative affects all areas of the organization, and, thus, should consider how to most effectively involve all managers in the initiative, especially those parts of the initiative targeted to each manager's department. Staff members who serve the organization in the capacity of director of programs, director of human resources, director of operations, director of fundraising, director of marketing and communications, and other similar positions will likely be heavily influenced by the outcomes of an inclusiveness initiative. Some organizations may choose to have senior or management staff take the lead to complete modules related to their focus area; for example, in a larger organization, the director of communications may lead his/her staff through completing *Module 15: Marketing and Community Relations*. Since each organization's work is unique, you will need to decide for yourself which managers' work is most likely to be influenced by an inclusive initiative, how their work will likely be affected, and how best to involve your organization's management in the initiative.

Roles and Responsibilities of Direct Service and Administrative Staff

The direct service and administrative staff need to be invested in the inclusiveness process. People in these positions are often the first contact a client or potential donor has with your organization, and they can set the tone for the relationships your organization has with clients, donors, and other groups. Thus, just as with management, direct service and administrative staff's work will be affected by the inclusiveness initiative. Furthermore, in some organizations, people of color are concentrated at the direct service or administrative staff level. These individuals have valuable perspectives and insights that all organizations should tap into



throughout their inclusiveness initiatives. Some direct service and administrative staff members should serve on the Inclusiveness Committee. They can also contribute in other ways, such as by taking part in the information-gathering process you will complete in *Modules 4, 5, and 6* or coordinating training sessions. Note that, to be able to contribute fully to the inclusiveness initiative, direct service and administrative staff must receive the permission of, and have the full support of, their supervisors.

Roles and Responsibilities of the Inclusiveness Committee

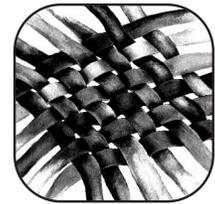
A Successful Inclusiveness Committee will likely be responsible for:

- Creating a shared vision.
- Managing the inclusiveness initiative process.
- Developing an information gathering strategy.
- Designing an inclusiveness blueprint.
- Ensuring that recommendations are implemented.
- Evaluating progress.
- Developing a strategy to communicate with stakeholders throughout the initiative.
- Documenting progress and lessons learned through the initiative.
- Creating opportunities to celebrate success at various points throughout the initiative.
- Developing strategies to maintain the inclusiveness of the organization in perpetuity.

The Inclusiveness Committee will lead your organization through the completion of this workbook. You may, however, designate different subsets of the committee to complete different modules or components of different modules. For example, several staff members may complete the information-gathering process in *Modules 5 - 7*, while several other committee members may take the lead in completing *Module 10: Board of Directors*.

The Inclusiveness Committee should be comprised of staff and board members, and, if appropriate, key volunteers. The committee can vary in size from five people to fifteen people, depending on the size of your organization.

- Everyone in the organization who is interested in participating should be welcomed, as long as they get their supervisor's consent in advance.
- It is important that the executive director serve on the committee.
- It is ideal if at least two members of the board of directors serve on the committee.



- It is beneficial, though not required, to have staff members from different functional areas of the organization represented on the committee.
- It is preferable that individuals who work in entry-level or line-staff positions serve on the committee in addition to staff and board leaders.

If your organization relies heavily upon volunteers and you use volunteers to help manage certain components of the organization, then you should consider asking a couple of key volunteers to serve on the committee.

For example, in some smaller organizations, a volunteer handles volunteer management. An organization such as this may wish to ask the volunteer manager to serve on the Inclusiveness Committee - especially if the organization needs to diversify its volunteer base.

Developing an *inclusive* Inclusiveness Committee is an essential step toward ensuring a successful initiative. The Inclusiveness Committee will function most effectively if it is racially and ethnically diverse. If possible, at least one-third of the committee should be comprised of people of color (a minimum of three committee members). The reason for this is that at times the committee will deal with complex issues around race and ethnicity, and, if only one person of color - or even two - serves on the committee, they will be in the awkward position of having to articulate their experiences without having the support of others who have similar experiences. Or, committee members of color may be assumed to speak for all others of their racial or ethnic group, or all other people of color, which is a false and unfair position to place individuals in. Having at least three people of color will also help your organization get multiple perspectives on your inclusiveness work. If your organization does not have at least three people of color who are board or staff members willing to serve on an Inclusiveness Committee, then consider asking key volunteers and/or past board members to participate on the committee.

Note for Organizations Interested in Addressing Other Diverse Communities
If your organization plans an inclusiveness initiative that focuses on categories beyond race and ethnicity (such as gender, sexual orientation, disability, and/or age), then you should strive to have an Inclusiveness Committee with people representing those backgrounds, (e.g., people with disabilities, gay/lesbian/bisexual transgender (GLBT) people, people from different socioeconomic backgrounds, etc.)



“The price of the democratic way of life is a growing appreciation of people's differences, not merely as tolerable, but as the essence of a rich and rewarding human experience.”

-Jerome Nathanson

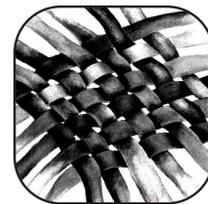
In summary, an effective Inclusiveness Committee should be comprised of the following:

- Five to fifteen people from within the organization.
- The executive director.
- Two or more board members, preferably including the board chairperson or co-chairs.
- Key senior staff.
- Representatives from various departments.
- Individuals working at all levels of the organization.
- Key volunteers, if appropriate to your organization.
- If possible, at least one-third people of color or a minimum of three.

Members of the Inclusiveness Committee likely will be concerned about the amount of time that it will take and how inclusiveness work will be prioritized with other organizational responsibilities. When asking people to serve, it is valuable to articulate the responsibilities of the committee and how much time will be expected of the members.

Review Sample 1-A: Sample Job Description for Inclusiveness Committee Members.

- Every organization will have slightly different expectations of their committee members, but generally speaking, you should expect that the committee will meet one to three times per month. (Refer to the *Introduction* for more details on how long it will take to complete an inclusiveness initiative, page 7.)
- It is also preferable that the work of committee members who are staff be incorporated into their job descriptions so that the organization and supervisors' support of their participation is clear.
- To avoid burnout and stimulate fresh thinking, committee members should be able to rotate on and off of the committee as needed. Approximately every six months you should check in and reassess committee members' commitment and enthusiasm. If people have lost energy or do not have enough time to attend meetings, consider replacing them with new people who have more enthusiasm for the work.



Responsibilities of the Inclusiveness Committee Chairperson

The Inclusiveness Committee chairperson convenes the meetings of the Inclusiveness Committee and ensures that the committee completes all of the relevant modules in this workbook.

- The chairperson can change, if necessary, once or even twice throughout the initiative.
- In most cases, it would be perfectly appropriate for the executive director to serve as committee chairperson. However, this is not necessary, as long as he or she actively participates in the inclusiveness initiative.
- The chairperson should be adept at running meetings and encouraging people to take responsibility for action items.
- The chairperson can either be appointed by the executive director or can be elected from among the Inclusiveness Committee members.
- In addition to designating a chairperson, some organizations may find it helpful to designate other roles on the Inclusiveness Committee, such as an individual to act as recorder and another individual to manage the process for selecting a consultant.

Forming Your Inclusiveness Committee

The process of forming the Inclusiveness Committee can be handled in different ways.

- In some cases, the executive director and/or a leadership team of staff and board members will take responsibility for assembling the committee.
- In other cases, an ad hoc group of people in the organization may decide to come together simply to start the process of creating an inclusiveness initiative. Their first responsibility will be to assemble an Inclusiveness Committee. While some of the people who join an early ad hoc committee may end up remaining on the Inclusiveness Committee, all of them need not be required to participate on the committee long-term.

Regardless of how you form your Inclusiveness Committee, as long as you follow the guidelines presented in this module, you should end up with a committee that has the legitimacy and credibility to lead your inclusiveness initiative.

Complete *Exercise 1-B: Forming Your Inclusiveness Committee.*

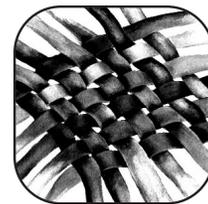


Involving the Whole Organization Through Effective Communications

One of the most important roles of the Inclusiveness Committee is to ensure that opportunities exist for everyone in the organization to be involved in the inclusiveness initiative in some fashion. It is critical that the committee get input from, and communicate regularly with, the other members of your organization.

Here are ways that the committee can ensure that others are involved:

- Identify those people who need to hear about the progress of the initiative and whose input is valuable, but who are not on the Inclusiveness Committee, such as:
 - All other staff members
 - All other board members
 - Key volunteers
 - Key constituents
 - Funders, both institutional and individual
- Meet with the whole staff and board at the onset of the initiative, at different meetings or together, to explain the purpose of the initiative and to give them an opportunity to talk about their enthusiasm and their concerns. Record these comments and respond to them in a timely manner. Further explain the case for inclusiveness at your organization. (In *Module 4* you will be guided through the process of articulating the case for inclusiveness.)
- Solicit feedback early in the initiative from the staff and board about their beliefs regarding the highest priority areas for creating a more inclusive organization. This can be done with a survey, in meetings, and/or in individual interviews. Since there will be ample opportunity for more-detailed feedback during the information-gathering phase, it is not necessary to go into depth early in the process.
- Outline the process of the initiative and recognize early and often the progress that has been made.
- Set up regular communications methods and schedules to keep people abreast of the progress: email, written memoranda, or other methods that work best for your organization. Consider developing an inclusiveness newsletter to serve this purpose.
- Encourage people to approach individuals on the Inclusiveness Committee to discuss questions, ideas, or concerns they may have regarding the initiative. Be responsive to their concerns and address each one seriously.



- Prepare everyone in the organization to be involved in gathering information during the information-gathering phase. (In *Modules 4* and *5* you will get more information on how to do this.)
- Let everyone in the organization know that they will be involved in implementing changes recommended in the inclusiveness blueprint.
- Prepare everyone in the organization for eventual participation in diversity or inclusiveness training.
- Plan for regular celebrations of success with the whole organization, especially after *Modules 8* and *18*.

Complete Exercise 1-C: Creating Effective Communications.

Do You Need Consultants?

Consultants may or may not play a critical role in your inclusiveness initiative. If you have the resources to hire consultants and you have consultants in your area who are experienced with inclusiveness initiatives, working with a consultant or a consulting team can be very helpful. At the very least, you likely will need to hire a consultant/trainer to help you with diversity/inclusiveness training. Whether or not you hire a consultant depends on your organization's individual resources, budget, and needs. In *Module 3* you will learn more about the role of consultants in an inclusiveness initiative and, if you decide to hire one, learn how to find one that works for your organization.

Track your progress in completing Module 1 on the End-of-Module Checklist, located after the exercises.

Module 1: Creating a Structure

A Story of Transformation

Children's Health Center Builds Inclusiveness

This marks the beginning of the fictional narrative about the Children's Health Center. A short section about the Children's Health Center's experience while going through an inclusiveness process accompanies many of the modules. These narratives are provided for illustrative purposes only. You may find it helpful to read these sections as you go through the workbook, to see how an organization might put into action the workbook's process. None of these fictional events, characters, or information are based on or meant to represent any individuals, organizations, or events.

About Children's Health Center

Established in 1990, the Children's Health Center (CHC) serves children in the downtown neighborhoods of a small midwestern city. CHC provides services primarily to children whose families have no health insurance and little or no ability to pay for services. The organization has fifteen full-time and three part-time employees and twenty-five clinicians who volunteer their services on a regular basis.

Staff and Board:

CEO: Joe Anderson, MD

Race/Ethnicity: White

Background: Joe was hired six months ago as CEO of CHC. He is an experienced administrator who previously ran the pediatric division of a local hospital. During his time there, he was part of a hospital-wide inclusiveness initiative. Staff members changed the ways in which they interacted with the hospital's constituents. As the hospital's policies and procedures become more community-friendly, more children were treated with better success rates, and the hospital raised more money from the community. When Joe joined CHC, he decided to bring the power of this experience to his new organization.

Clinical Director: Marcie Young, Ph.D.

Race/Ethnicity: African-American

Background: Marcie has been with CHC for five years, has a doctorate in hospital administration, and supervises the organization's primarily volunteer clinical staff. She has tried in the past to implement policies and procedures that address the needs of diverse communities, but she had not felt supported by the previous CEO. She is skeptical that Joe, despite his interest in the topic, will be able to make a real difference.

Supervising Nurse: Luisa Hernandez, RN

Race/Ethnicity: Latina

Background: Luisa is an efficient, experienced, and well-liked nurse who often has the primary relationships with the children and families that CHC serves. She has been with the organization for eleven years and hopes to work there for the rest of her career. Her focus is on the patients, and she is concerned that the time spent on inclusiveness could distract the organization from making needed changes in patient services.

Development and Community Relations Director: Eleanor Wheaton

Race/Ethnicity: White

Background: Eleanor has been CHC's Development and Community Relations Director for two years, and was Development and Community Relations Assistant for seven years prior to her promotion to Director. She raises significant funds in partnership with the Board's development committee. When Joe describes his past experience at the hospital and his plans to build inclusiveness at CHC, Eleanor believes that he is meddling with a perfectly well-run organization.

Director of Finance and Administration:

Hector Gonzales

Race/Ethnicity: Latino

Background: A Yale MBA graduate and a friend of Joe's, Hector has been with CHC for four months. He left a lucrative corporate job to come to CHC, primarily because it serves the community where he grew up. His prior employer, a Fortune 500 manufacturing company, had a diversity department that helped ensure that the company's personnel policies and marketing strategies were in alignment with the needs of diverse communities. Hector has little hands-on experience with implementing these practices because they were already embedded in the company's organizational culture. His primary concern at CHC is what he perceives as a "loose" staff culture that may be resulting in less than effective operations.

Business Manager: Trevor Smith

Race/Ethnicity: White

Background: Trevor has been with CHC for two years, and he ran the Finance Department alone during the search that resulted in Hector's being hired. He is highly competent in financial matters, but realizes that he has a significant amount to learn about working with people. He has asked for supervisory responsibility so that he can develop in this area, and he now supervises the CHC receptionist.

Receptionist: Melody Yee

Race/Ethnicity: Chinese-American

Background: Melody is a young mother, recently divorced, who has a two-year-old daughter. She loves working at CHC, where she has been employed for four months. Prior to joining the organization, she was in a job training program and worked in the evenings for a retail store.

Board Chair: Alice Dreyfuss

Race/Ethnicity: White

Background: Alice, who is always called Mrs. Dreyfuss by the staff, has been the Board chair of CHC for ten years. Most of the Board members are friends of hers, and together, they raise a good deal of money for the organization, primarily through two gala events each year. She is proud of her role in hiring Joe away from the hospital, and she was willing to promise him her full support for an inclusiveness initiative during the hiring process. In the months since Joe accepted the position, she has not thought about the subject.

Board Development Committee Chair: Beth Zwick

Race/Ethnicity: White

Background: Beth is a long-time friend of Alice Dreyfuss. She is a prominent member of local society, with a reputation for giving fun and meaningful parties for CHC. Though Beth has never discussed inclusiveness with Alice or other members of the CHC Board, she has a personal commitment to the topic. Her daughter is married to a Latino, and Beth has become very close with her son-in-law and his parents.

Board Nominating Committee Chair:

Jeff Ramsey

Race/Ethnicity: White

Background: Jeff owns and manages a small local manufacturing company that he inherited from his father. He grew up in the neighborhood where the Children's Health Center is located but now lives in the suburbs. His understanding of inclusiveness is pragmatic and related to the practices of his business. He took on the role of nominating committee chair with the desire to help increase the diversity of the Board.

Module 1: Creating a Structure

The beginning of inclusiveness work at CHC.

It was time for the Children's Health Center's annual staff retreat, the first for new CEO Joe Anderson. After spending the morning in team-building activities, Joe introduced the idea of an inclusiveness initiative.

"I saw this work," he said, describing what he had been part of at the hospital. "It can be exciting. Transforming!" He explained how the initiative influenced every area of the hospital's operations, changing both the organization and those who participated. "We changed how our outreach materials looked and how we answered our phones. We developed a 'family connections' program, bringing together families with children who were extremely ill in support groups, including one for native Spanish speakers.

"One of my favorite changes revolved around how we received feedback from our patients. Before the initiative we had a comment box in the lobby of the clinic, and of course, we had to handle any complaints that came in through our phone banks. However, in the process of looking at who our customers were, we realized that many weren't literate enough to express their thoughts in writing, and many wouldn't share concerns with us over the phone because they didn't think it was polite. So we added a moment to the end of each nurse/patient or doctor/patient encounter - once a connection had been established with the patient - where we asked for any feedback on how our clinic worked. You wouldn't believe the

responses we received, both positive and negative! And that was just the beginning..."

When Joe finished, clinical director Marcie Young spoke up. "Joe, you know I'm supportive of anything we can do to make our programs better. But this will take a lot of work. Are you ready to support us when this takes time away from our regular jobs?"

"Yes," Joe said. "Because I think this is critical to our regular jobs. If we want to keep up with the changes in our community, we have to do this."

"So how will this work, exactly?" asked Hector Gonzales. "The way this place operates, we don't have a whole lot of extra time."

"No, we don't," said Joe. "But we won't do this as a one-time effort. This is going to change how we do business. If it takes a long time, I'm fine with that. It's that important. Now I'd like us to break up into small groups and talk about what an inclusiveness initiative could mean to CHC."

When the groups reported back, they listed several possible benefits for the organization, such as more responsive programs, better outreach into the community, and a more diverse donor base. Joe sensed excitement from some in the room, and trepidation from others. A few members of the staff, including Melody Yee and Eleanor Wheaton, had been completely silent during the discussion.

“Tomorrow, I’m going to send out a job description for members of an internal Inclusiveness Committee. I hope several of you will volunteer, so that the committee includes a broad cross-section of our staff. I’ll also be asking some Board members to participate. This group will lead our initiative from within. I’ll serve as chair, at least until we get going,” Joe explained. Several staff members nodded and made notes to themselves. After the retreat, Marcie and Trevor Smith both stopped Joe on his way to the parking lot to let him know they would be volunteering.

After Joe’s e-mail the next day, Luisa Hernandez and Melody also volunteered. Joe went to Eleanor’s office at the end of the day. “Eleanor, we could really use someone from development and community relations to participate in the Inclusiveness Committee. Yours is the only department that isn’t represented,” he said.

Eleanor paused, trying to discern whether Joe was hinting that she should participate. He was her new boss, after all. “Okay,” Eleanor said. “I’ll do it.”

Later that evening, Joe spoke by phone with Alice Dreyfuss. “Mrs. Dreyfuss, we’re starting the Inclusiveness Committee. I’d like to invite you to participate, and to extend the invitation to other Board members.”

“Initiative? Oh, yes, I remember,” Mrs. Dreyfuss said, without enthusiasm. “I’m afraid I’m much too busy, Joe. But I’ll ask the rest of the Board when we meet next month.”

Ten days later, the staff members of the committee met over a brown bag lunch to talk about the next steps. “We’ll have at least one Board member join us before the next meeting, hopefully two,” Joe said. “But I’d like to thank all of you for taking time to do this. I hope you will be as excited as I am about the potential this journey holds for CHC.”

Joe distributed copies of a workbook on inclusiveness, which contained a description and road map of the process on which they were about to embark. He then asked committee members to take on various roles. Trevor volunteered to serve as recording secretary and communications liaison. He would make sure that the efforts of the committee were relayed to the rest of the staff, through regular postings of the minutes via e-mail and a monthly progress report. One of the exercises in the workbook described his duties and gave him pointers for how to communicate effectively with the staff. Melody offered to serve as scheduler, since she was responsible for booking CHC’s conference rooms. Luisa agreed to provide refreshments for all of the meetings. “Now I’ll have a chance to make my empanadas for you,” she laughed. “Only, no complaining!”

As they left the room, Marcie stayed behind. “Joe, I have to hand it to you, this is really something. I never thought I’d see Melody volunteer for something. She’s usually so quiet.”

“I know,” Joe said. “And I hope that was only the first of the miracles we’ll see.”

SAMPLE 1-A

Sample Job Description For Inclusiveness Committee Members

The Inclusiveness Committee at _____ (organization) is responsible for developing and executing _____'s (organization) inclusiveness initiative.

- The purpose of the initiative is to create an organization that is better able to accomplish its mission by understanding and addressing the needs of people of color.
- This work will be accomplished by creating an internal culture that is responsive to the needs and assets of diverse cultures and by adapting the organization's operations and programs to be more attuned to the needs and assets of communities of color.
- While it is the Inclusiveness Committee's responsibility to develop the initiative, everyone who is a part of _____ (organization) will have roles to play.

The responsibilities of the committee are to:

- Develop a shared vision of how _____ (organization) will look and operate after it has undergone an inclusiveness initiative.
- Develop a process for creating a case for inclusiveness within the organization and set goals related to inclusiveness for the organization to achieve.
- Hire and manage consultants, if needed.
- Oversee the development of an assessment to evaluate _____'s (organization) effectiveness in relation to communities of color in the following areas: mission, vision, and values; organizational culture; board of directors; personnel; volunteers; programs and constituents; marketing and community relationships; and fundraising and membership.
- Develop an inclusiveness blueprint for the organization that will outline steps to become more inclusive, based on information collected in the assessments.
- Develop mechanisms to include all members of _____ (organization) in the inclusiveness work and to communicate regularly with the organization's staff, board members, and key volunteers.
- Serve as ambassadors for the inclusiveness initiative.
- Develop accountability measures to ensure that _____ (organization) follows through on the agreed-upon recommendations in the blueprint.

continued

SAMPLE 1-A: Sample Job Description For Inclusiveness Committee Members *continued*

Responsibilities *continued*

- Evaluate progress.
- Create mechanisms to ensure that inclusiveness is incorporated into _____'s (organization) work over the long-term.
- Create meaningful opportunities to celebrate _____'s (organization) successes in relation to the inclusiveness initiative.

The Inclusiveness Committee Chairperson will lead the Inclusiveness Committee.

- _____ (Chairperson)

The Inclusiveness Committee will be comprised of:

- approximately ____ members
- including approximately ____ staff members, ____ board members, and ____ key volunteers (only if appropriate to your organization)

The Inclusiveness Committee will meet approximately one to three times a month until the inclusiveness blueprint is completed.

- Committee members are asked to attend a minimum of 80 percent of the meetings, and more if possible, and to serve on the committee for a minimum of six months.

The work of staff who are Inclusiveness Committee members will be considered an official component of each employee's job responsibilities and will be taken into consideration during annual performance reviews.

Date Exercise Completed _____

EXERCISE 1-B

Forming Your Inclusiveness Committee

Instructions:

Complete this worksheet to determine who will serve on your Inclusiveness Committee.

Your Inclusiveness Committee will have approximately five to fifteen staff and board members, and in some cases, key volunteers.

- Your committee should also be racially and ethnically diverse and, in most cases, should have people from different functional areas of the organization represented.
- It is preferable for the committee to include people in leadership/management positions as well as people in entry-level positions.

The executive director commits to participating in the inclusiveness initiative as: (*select one or both*)

- A member of the Inclusiveness Committee
- The chairperson of the Inclusiveness Committee

The chairperson or co-chairpersons of the board of directors will support the inclusiveness initiative by: (*select one or more*)

- Serving on the Inclusiveness Committee
- Chairing the Inclusiveness Committee
- Providing his/her explicit support for the inclusiveness initiative

continued

EXERCISE 1-B: Forming Your Inclusiveness Committee *continued*

Other members of the board serving on the Inclusiveness Committee include the following. Board members may be nominated by a committee or may be invited to participate by the executive director or board chair. *(select two to four board members)*

Name	Ethnicity

Senior staff members serving on the committee will include: *(select the number of senior staff appropriate for your organization)*

Name	Ethnicity

Other staff serving on the committee will include: *(select as many as are appropriate)*

Name	Ethnicity

continued

EXERCISE 1-B: Forming Your Inclusiveness Committee *continued*

Volunteers serving on the committee will include: *(select one or two, if appropriate)*

Name	Ethnicity

The Chairperson of the Inclusiveness Committee will be:

The complete roster of Inclusiveness Committee members:

Name	Name

Date Exercise Completed _____

EXERCISE 1-C

Creating Effective Communications

The kinds of groups with whom you want to communicate may include the following:

- Staff
- Board members
- Volunteers
- Donors
- Clients/constituents

Are there other groups you want to communicate with?

The following are some informal and formal communications channels:

- Email updates.
- Written memos or letters from the Chairperson of the Inclusiveness Committee and/or the Executive Director.
- Inclusiveness newsletter.
- Intranet with a section devoted to inclusiveness.
- Buddy system (pairing people on the Inclusiveness Committee with others not on the committee).
- Staff meeting updates.
- Board meeting updates.
- Periodic community meetings/information sessions.
- Periodic newsletters/bulletins posted in areas consistently used by your target audience.

Are there other ways to communicate with your stakeholders?

continued

EXERCISE 1-C: Creating Effective Communications *continued*

Instructions:

Decide

- (1) who needs to know about your initiative's progress – Target Audience;*
- (2) how you will communicate with them – Method of Communications; and*
- (3) who will communicate with them – Responsible Party.*

Target Audience	Method of Communications	Responsible Party
<i>Example Staff</i>	<i>Email Updates</i>	<i>Jane Doe</i>

Target Audience	Method of Communications	Responsible Party

Date Exercise Completed _____

END-OF-MODULE CHECKLIST

Module 1

<i>Action Item</i>	<i>Date Completed</i>	<i>Notes</i>
Secure board of director's commitment.		
Secure executive director's commitment.		
Create Inclusiveness Committee.		
Select Inclusiveness Committee chairperson.		
Create plan for effective communications (who and how).		

