

Encore Network

Diversity and Inclusion Resource

DIVERSITY & INCLUSION RESOURCE

February 2017

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Note: we look forward to your feedback and welcome suggestions of partner organizations, leaders and resources to enrich our understanding

ENCORE.orgTM

The Encore Network is a coalition of leaders and resources working to transform longer lives into an asset for society. Sponsored by Encore.org.

A note to encore leaders

We are fortunate to live and work in an increasingly diverse and richly complex culture. Tapping into that diversity is a near-universal aspiration – and often, a challenge.

Our goal in developing this resource is to help Network organizations expand the encore movement by building long-term relationships with members of under-represented groups. We look to:

- Showcase encore activities, leaders and organizations in under-represented communities.
- Enlarge our understanding and vocabulary to include encore efforts in under-represented communities.
- Engage under-represented individuals and groups in current encore programs.

This resource begins with simple action steps and includes Network success stories and a wealth of resources for deeper exploration. We look forward to your comments, questions and additions.

Thanks to the Encore Network diversity team: Jay Bloom, Age-Friendly Portland, Linda Braun, Business Consultants for Non-Profits (BCNP), Linda Friedman, Encore!Hartford, Dorothy Keenan, The Fairfax County 50+ initiative, Tera Qualls, Grand Rapids Foundation, Jane Royer, Grand Rapids Foundation and Betsy Werley, Encore.org.

Common Language

Part of getting to know other communities is sharing a vocabulary of expression and mutual understanding. For the purposes of this resource, we'll use definitions of 'diversity' and 'inclusion' adapted from the D5 Coalition, a multi-year collaboration among grantmakers to foster diversity, inclusion and equity in the social sector.

Diversity: the demographic mix of a specific collection of people, focusing particularly on:

- Racial and ethnic groups: Asian Americans and Pacific Islanders , Caucasians, Hispanics/Latinos/Latinas, African Americans and blacks, and Native Americans
- LGBT populations
- People with disabilities
- Women

Inclusion: Refers to the degree to which diverse individuals are able to participate fully in the decision making processes within an organization or group. While a truly "inclusive" group is necessarily diverse, a "diverse" group may or may not be "inclusive."

Connecting with People from Under-Represented Groups



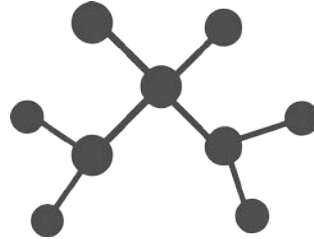
Our programs engage people and organizations in many different ways, all of which offer opportunities to connect with under-represented groups:

- Staff
- Board
- Advisory Board
- Speakers
- Volunteers
- Nonprofit partners
- Contractors, freelancers and suppliers
- Members and clients
- Exhibitors at volunteer fairs and other events

For some of these short-term roles – for example, speakers and suppliers – it’s relatively easy to make new connections. For others, engagement requires creative thinking, connecting with trusted influencers and investing in long-term relationship-building in which all participants benefit. When hiring staff and recruiting board members from under-represented groups, it’s important to ensure that your organization is inclusive of new voices. It’s also valuable to invest in building intercultural competency.

See the Resource list for tools and best practices.

Connecting with Local Leaders and Organizations



Every community has many local organizations working with diverse populations that could be interested in collaboration. Here are ideas to start your outreach.

- AARP state offices
- Chambers of Commerce ([U.S. Hispanic Chamber of Commerce](#), [National Black Chamber of Commerce](#))
- Community-based organizations
- Faith organizations
- Government and nonprofit programs serving older adults
- Government workers and retirees
- Institutions of higher education (four-year and community colleges)
- Libraries
- Professional associations for lawyers, accountants, social workers, teachers, engineers, health professionals and bankers, for example
- Retiree organizations
- Senior centers and community centers
- Sororities and fraternities
- Unions
- Workforce development programs

Ideas for Collaboration



Listening and open dialogue are key to building long-term relationships. As you get to know an organization or leader, here are some collaboration ideas to consider:

- Develop programs of interest to both organizations (for instance, health, work, caregiving, aging, advocacy, transitions, family issues, legacy, technology).
- Recruit speakers from each other's community.
- Provide and share newsletter content, website copy, social media and other language describing programs, workshops and conferences.
- Cross-market each other's programs.
- Join forces on advocacy and policy issues of mutual interest.
- Hold meetings at each other's locations.

Voices of the Movement
Diverse leaders share their perspectives
on aging, work and civic engagement



Asha Chandra

Program Manager and Communications Specialist,
City of Fremont

[View video](#)



Farai Chideya

The Episodic Career: The future of employment,
identity, and personal satisfaction

[Learn more](#)



Ysabel Duron

Founder, Latinas Contra Cancer

[View video](#)



Jo Ann Jenkins

AARP CEO, Disrupt Aging

[Learn more](#)



Eric Liu

CEO, Citizen University

[Ted Talk:](#)

There's no such thing as not voting

Network Success Stories

Encore Network leaders have many success stories to share. Read headlines from those stories below, with full details in the following pages.



The Fairfax County (VA) 50+ Initiative

Connecting with diverse communities through cultural “ambassadors”.

To learn more, contact Dorothy Keenan, DorothyKeenan1@gmail.com.



Grand Rapids Foundation Encore program

Connecting with underrepresented communities through story-telling and strategic relationship building.

To learn more, contact Jane Royer, Grand Rapids Foundation, jroyer@grfoundation



University of Connecticut's Nonprofit Leadership Program

Connecting with underrepresented communities through strategic relationship building.

To learn more, contact Linda Friedman, Encore!Hartford, linda.friedman@uconn.edu



BCNP, Detroit

Board consulting on diversity identifies priorities and opportunities.

To learn more, contact Linda Braun, BCNP, linda_braun@bcnp-mi.org



The Transition Network, Washington DC

Connecting with underrepresented communities through strategic relationship building and joint programs.

Contact: Isabelle Schoenfeld, is.schoenfeld@verizon.net

Network Success Stories



The Fairfax County (VA) 50+ Initiative: *Connecting with diverse communities through cultural “ambassadors”.*

The Fairfax County (VA) 50+ Initiative presented a 2015 Living Well, Aging Well Summit to provide information on programs and services for people 50+. More than 30 percent of Fairfax County citizens do not speak English in their homes, so the Summit’s Diversity Committee sought to engage people from seven major language groups by working with key partners, particularly the county Health Department.

The team recruited volunteer native-language speakers to act as translators. They promoted the program through those volunteers, other connections and housing sites, some of which provided buses for residents, so they could benefit from the opportunity to learn in their own language. Printed information was made available in Spanish, Vietnamese, Korean, Chinese, Arabic, Farsi and Amharic. In addition, Russian speakers attended the event. Fluent cultural “ambassadors” volunteered to explain the printed information. Of the thousand people who attended the Summit, several hundred were of diverse cultures and languages.

Want to learn more? Contact Dorothy Keenan, DorothyKeenan1@gmail.com.



**DEPARTMENT OF
PUBLIC POLICY**

NONPROFIT LEADERSHIP

The University of Connecticut's Nonprofit Leadership Program Encore!Hartford: *Building a relationship with the Hispanic Leadership Institute.*

In partnership with the Hispanic Federation, the UConn Nonprofit Leadership Program (NLP) launched the Connecticut Hispanic Leadership Institute (HLI) as a benefit to Connecticut member agencies of the Federation. Working with the Connecticut Director of the Hispanic Federation, Ingrid Alvarez-DiMarzo, the NLP has tailored the Institute to meet the educational needs of Connecticut-based Latino nonprofits. The Institute is led by University of Connecticut Department of Public Policy faculty and seasoned practitioners, including lead instructor Rosaida Morales Rosario.

The HLI aims to help Latino nonprofit managers develop and improve their management skills, enhance their organizations' operations, and work more effectively within the broader community. Through the Institute, the Hispanic Federation seeks to develop a cadre of nonprofit leaders who will strengthen institutions that advance the quality of life of the state's Latino community. HLI offered two, 10-week sessions focusing on leadership for emerging leaders, and a two-day governance session for organization leaders and board members.

Course topics include leadership styles and fundamentals, Latino issues in Connecticut, environmental change, strategic partnerships, program evaluation, budgeting and nonprofit accounting, human resources, communications, social media and funding.

Want to learn more? Contact Linda Friedman, linda.friedman@uconn.edu

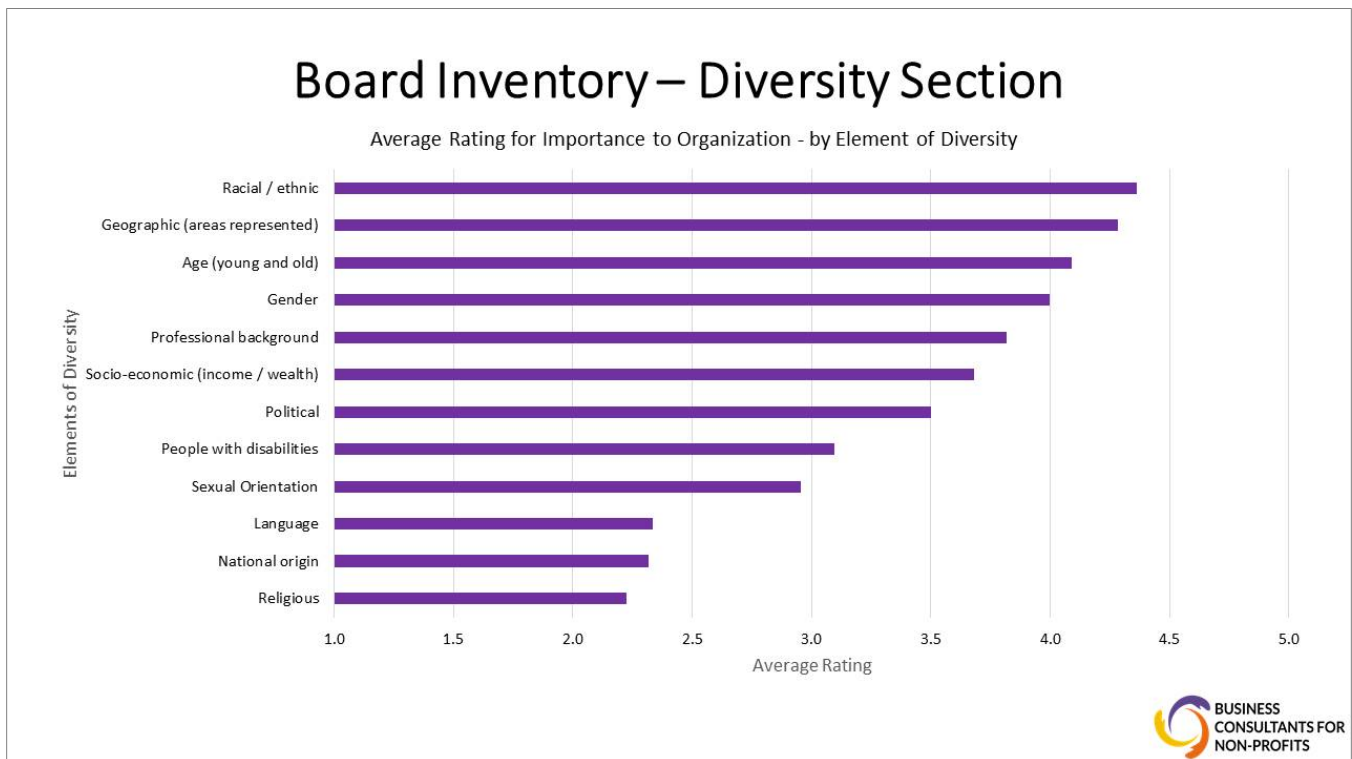


Business Consultants for Non-Profits: *Building board diversity*

Based in Detroit, Michigan, **Business Consultants for Non-Profits** (BCNP) recruits encore-stage consultants for projects with social-sector organizations. It leads nonprofit board assessments to identify gaps in their membership diversity; those assessments spark awareness and action steps. Projects start with an anonymous electronic survey to board members asking them to rate the importance of many types of diversity to the board’s work, as well as questions about strengths and gaps in the board’s expertise and community connections.

BCNP presents results back to the board and facilitates discussion about the current state as compared to the desired state, and action steps.

The slide below represents survey results from one organization, presented at a board meeting and followed by a facilitated problem-solving discussion.



Want to learn more? Contact Linda Braun, linda_braun@bcnp-mi.org



The Grand Rapids Community Foundation Encore Program: *Connecting with under-represented communities through story-telling and strategic relationship-building.*

One way the Grand Rapids Encore team builds the West Michigan encore movement is capturing compelling stories for its website and social media. The program is committed to representing diverse communities in its work and stories, and committed to building long-term relationships to engender trust and achieve real, substantive inclusion.

The connection between the Encore program and Our Kitchen Table (OKT) illustrates this relationship-building approach. The nonprofit was founded by Lisa King Oliver in 2003 to combat oppression, race, gender bias, and disparities in wealth and power, particularly in the African-American community. Lisa was inspired by “a lot of good, and difficult, funny and serious conversations” around her family’s kitchen table.

A self-described “community force,” OKT focuses on food access, empowering people to improve their health and monitor potentially life-threatening environments. Its efforts include education, advocacy, movement-building and increased access to healthy foods through cooking classes, food justice workshops, gardening and a local farmers’ market.

Encore Fellow Jane Royer approached Lisa to discuss a connection between the encore movement and OKT. Lisa invited Jane to her food justice workshop and the Southeast Area Farmers’ Market, inspiring Jane to ask Lisa to share her story and provide feedback on a pilot workshop. The Encore team publicized an OKT-sponsored anti-racism summit and posted a team member’s blog on its website and social media. Encore also provided a scholarship to OKT for a civic engagement workshop series.



Kitchen Table founder Lisa King Oliver (bottom) and clients Toni Scott (top left) and Roscoe Price (top right)

The Encore team’s decision to share Lisa’s story, as well as engaging with OKT’s programs, created an authentic relationship between the two organizations. The Encore team is committed to continuing its engagement with communities of color by establishing long-term, reciprocal relationships with their leaders.

Want to learn more? Contact Jane Royer, jroyer@grfoundation.org, or Mary McLoughlin, mmcloughlin@grfoundation.org



The Transition Network's DC Chapter Diversity Committee: *Relationship-building with diverse women's organizations*

The committee engages Transition Network members and women in the community in fostering cross-cultural understanding through interactive programs featuring women from diverse communities, combining a panel discussion with small group conversations. Initially, the committee invited program speakers to join their work, expanding the committee's perspectives and community connections.

Programs have covered an impressive range of topics:

- Women 50 years plus: Perspectives in a Changing World – Coming Together to Harness our Energy, Share our Wisdom, and Make New Connections.
- The Rights of Muslim Women under Islamic and Civil Law
- An Interactive Dialogue with Muslim Women
- Women Moving Their Communities Forward: Integrating with Intention
- Panel Discussion on the Diversity of Arab Women
- Women: Slavery, Emancipation and Civil Rights
- Latinas in Transition-Honoring the Past, Shaping the Future
- An Afternoon of Diverse of Spiritual Stories and Wonder
- Out and Equal: Stories of Women Forging and Navigating Change

Partner organizations have included AAUW, the African American Civil War Museum, the Association for the Study of African American Life and History, the Egyptian embassy, George Washington University Institute for Spirituality and Health, Howard University, International Cultural Center, Karamah: Muslim Women Lawyers for Human Rights, Las Comadres para las Americas, MANA – a National Latina Organization, Montgomery College, Montgomery County Gilchrist Center for Cultural Diversity, Montgomery County Middle Eastern Advisory group and Muslim Council, Montgomery County New Americans Expo-2015, National Conference of Puerto Rican Women, National Council of Negro Women, Parents, Families, and Friends of Lesbians and Gays (PFLAG), the Tunisian embassy and the Unitarian Universalist Church.

Want to learn more? Contact former committee chair Isabelle Schoenfeld, is.schoenfeld@verizon.net.

Resources and Information

ONLINE RESOURCES AND TOOLS

D5 Resources

D5 was created by a coalition of 25 funders focused on expanding diversity, equity and inclusion in philanthropic organizations. Its five year program (2010 to 2015) produced a wealth of resources available through its [website](#).



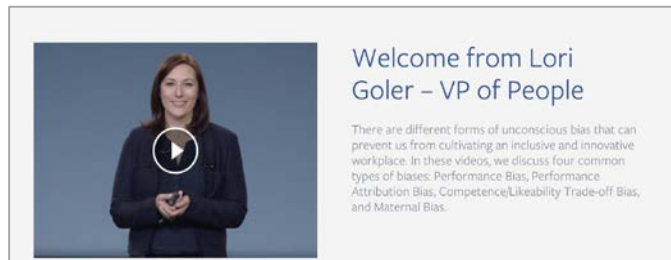
The Denver Foundation's Inclusiveness Project

The [Inclusiveness Project](#) offers research, resources and a process for organizations to assess and enhance their inclusiveness.



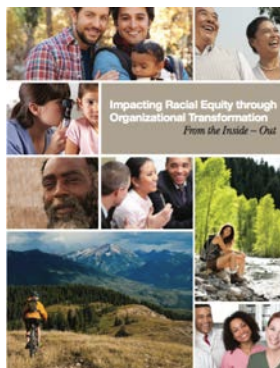
Facebook

[Facebook video series](#) on understanding and addressing unconscious bias, based on its talent management experience



FRESC — Good Jobs • Strong Communities

FRESC's toolkit, *Impacting Racial Equity through Organizational Transformation – From the Inside Out*, is built around phases of organizational development in equity work. Download the toolkit [here](#).



Momentum for Impact

[Momentum for Impact](#) offers [services](#), [tools](#), and [online courses](#) to help organizations make a greater impact. Its [Knowledge Rubric](#) is a community engagement resource providing tools to help organization needs achieve strategic and program goals.

Thanks to Network leaders Tera Qualls and Jane Royer, Momentum for Impact founders and Grand Rapids Foundation Encore Fellows.



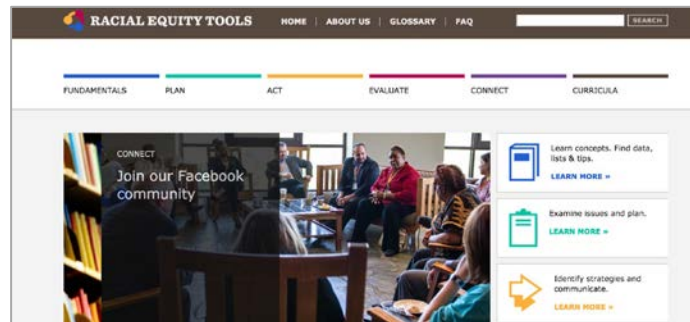
National Council of Nonprofits

Extensive [online](#) diversity and inclusion resources



Racial Equity Tools

This [website](#) offers over 1,700 resources to individuals and groups working to achieve racial equity in systems, organizations, communities and culture.



ARTICLES, REPORTS & PODCASTS

Grand Rapids Area Chamber
of Commerce, May 2016

[Four Ways to be More Welcoming at Work](#)

FOUR WAYS TO BE MORE WELCOMING AT WORK

Our workplace climate matters. Yet, it's easy to inadvertently make someone (or whole groups of people) feel unwelcome or even left out. Anyone can be guilty of unconscious bias when making decisions in our companies or through our interpersonal interactions.

"We tend to go towards things we're more comfortable with, so we have to be purposeful in our planning, processes and people skills," said national diversity and inclusion expert Marguerite Fletcher, during the Diversity Visionary Awards. "Inclusion is about creating a place where everyone can be and do their best. You want your (fellow) employees to be their best selves."

So how do you create an office that invites diversity and creates an inclusive atmosphere? Here are some ideas shared by our March keynote speakers at both Business Matters and Diversity Visionary Awards.

Harvard Business Review,
February 1, 2017

[Diversity doesn't stick without Inclusion](#)



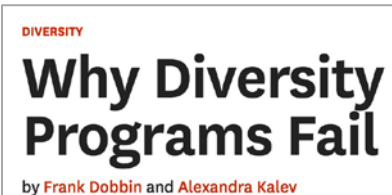
Harvard Business Review,
January 2014

[There is No Excuse for All-Male Panels](#)



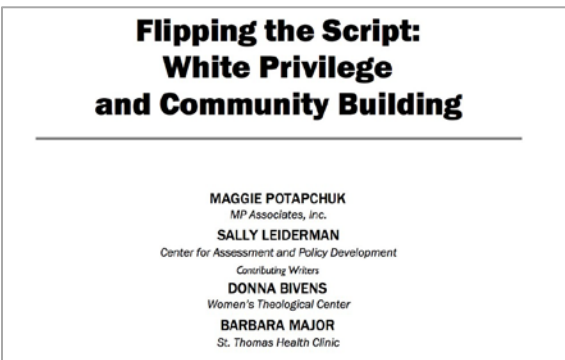
Harvard Business Review,
July/August 2016

[Why Diversity Programs Fail](#)



MP Associates, Inc. and the
Center for Assessment and
Policy Development (CAPD),
2005

[Flipping the Script: White Privilege and Community Building](#)



National Public Radio

[CodeSwitch podcast](#)



New York Times, December 2015

[Diversity Makes You Brighter](#)



New York Times

“Race Related” [series](#): articles, reflections and multi-media offerings



Stanford Social Innovation Review, April 2016

[Policies, Processes and Protocol – Three Keys to Building a Diverse Workplace](#)



STORIES: These Encore.org resources offer a wealth of encore stories from diverse individuals

Encore.org

Visit The Purpose Prize [website](#)



Encore.org

[Stories](#) from the Encore Movement

