



INCLUSIVENESS BLUEPRINT

2010-2012

ADOPTED – JANUARY 21, 2010

Letter from the CEO

Dear Colleague,

What it means to be inclusive is often defined through the eyes of the beholder. To me it means to be welcoming and open to people with different backgrounds and life experiences, who often, but not necessarily, hold different points of view and opinions. It means thinking about what I do and how it advances fairness and justice. But if that is what it means to me, what does it mean for the Funders' Network?

To help answer this question, in January 2010 our board of directors adopted this Inclusiveness Blueprint to help chart our path forward to becoming a more inclusive organization. This Blueprint is the result of the collective and dedicated work of our staff and board. The Funders' Network has always prided itself on its commitment to fairness in societal outcomes. But through our work on our Inclusiveness Initiative over the past three years, we have learned we can go farther than that. We can be more intentional in all we do. We can be more intentional in our programming, in how we seek out and truly listen to other points of view, in how we honor different ways of learning and working, all the while holding ourselves to the highest standards of quality.

We did not take lightly the decision to enter into an Inclusiveness Initiative. Take me for example. I am a white male, raised in a largely white, middle class suburb. I was a star football player and went to an Ivy League university. I have had a series of progressively responsible and rewarding jobs. So why did I support embarking on this initiative, especially given everything else on our plate? As a public school student, I was bused for seventh grade to Brownsville Middle School, which was located in a deeply destitute corner of Miami's inner city. During this year I quickly grew to recognize the concept of white privilege, even though I did not know then what it was called. In eighth grade I returned to my suburban school and "normal" life returned, for me. But ingrained in me by then was a strong awareness of the deep inequities separating some communities, and people, from one another. When the opportunity to engage in an Inclusiveness Initiative presented itself, I recognized that it held the promise to put us on the path towards doing something about these inequities. The initiative also has reinforced my belief that being inclusive and having a diversity of perspectives add tremendous value to an organization.

The Funders' Network works on a broad swath of issues important to communities and families. Historically, when decisions have been made about these issues, often the most negatively affected are people of color and people who live in low-income communities. Rarely are their needs and voices included in the decision-making process, let alone valued. If we can be more intentional in how we advance inclusiveness in our programming and our organization, and if by doing so we can help the funders we interact with to do the same, we think the outcomes in all communities will improve over time. Not only will the initiative make the Funders' Network a better place to work, it could also make life better for those we and our members care most passionately about.

I like accomplishing things, getting things done. So I often need to remind myself that being inclusive is a journey, not a destination. We invite you to take this journey with us.

With warmest regards,



L. Benjamin Starrett, Executive Director

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Introduction

In 2007, the Funders' Network for Smart Growth and Livable Communities (TFN) began an in-depth examination of how the internal culture, operations, and programs of the Network reflect a commitment to inclusiveness, which is an articulated organizational value. The decision to embark on this journey has led us to developing an Inclusiveness Blueprint. This Adopted Blueprint reflects our collective effort to live our values in our everyday work; to learn more about our work and the priorities of our members when it comes to matters of diversity and inclusiveness; and to create a culture of learning and inclusiveness that will be with us for the foreseeable future. We also believe that our membership will benefit from our continued commitment to inclusiveness, as we believe that diversity and inclusiveness are integral to promoting environmentally sustainable, socially equitable, and economically sound land-use policies and practices.

It is also our belief that inclusiveness work is most effective when done continuously. Becoming more inclusive is a dynamic process that is enhanced by a continuous effort to learn, reflect, adapt, and evolve. To that end, we hope that our members and supporters will join us in this journey and share their reflections with us about the Adopted Blueprint and all of our work related to diversity and inclusiveness.

The process we followed allowed for deep exploration of issues related to diversity and inclusiveness. We used regular conference calls, trainings for staff and board members, and candid, sometimes uncomfortable, conversations. Every staff meeting agenda began with a discussion of a subject related to inclusiveness. As this process continues into the future, we hope to become even more knowledgeable and willing to take action to advance inclusiveness.

This Adopted Blueprint is organized as follows. After setting forth our definitions and case statement, we provide background information on our Inclusiveness Initiative. We then describe key facts from research we have undertaken, examining the Funders' Network, philanthropy, and demographic changes in the United States. After reviewing stakeholder perspectives, we get to the heart of our Adopted Blueprint, the Inclusiveness Framework.¹ The framework sets forth our long-term outcomes, program objectives, program strategies, organizational objectives, and organizational strategies. The Adopted Blueprint closes with our accountability plan.

Definitions and Case Statement

The following definitions are used by the Funders' Network. We believe these definitions and the case statement are clarifying, and inspirational, and they serve as foundational building blocks for all of our work at TFN.

Diversity

The Funders' Network employs and engages people from different backgrounds, communities, and experiences as staff, directors, volunteers, and participating funders.

Inclusiveness

Inclusiveness is creating an environment that is fair, respectful, and embracing of diverse experiences, perspectives, and needs in the organization and all of its programs.

¹ Some readers may want to start with the Framework; to do so, go to page nine.

Case Statement

The Funders' Network for Smart Growth and Livable Communities promotes environmentally sustainable, socially equitable, and economically sound land-use policies and practices. We believe that growth and development decisions should be fair to all concerned and make communities better places to live. Because the needs and perspectives of low-income communities, often comprised of people of color, have been systematically disregarded in decision-making about growth and development, the Network develops tools and resources to help funders understand and eliminate the disproportionate impact of these decisions. In order to address these impacts, create new solutions to old problems, fulfill its mission, and remain a robust and relevant organization, the Network embraces the diversity of experiences and knowledge among the people we work with, particularly with regard to race, ethnicity, culture, socio-economic background, gender, sexual orientation, age, and physical ability.

Background Information about the Inclusiveness Initiative

Our Roadmap

The Funders' Network's inclusiveness initiative is rooted in an organizational process that was developed by The Denver Foundation and is articulated in the workbook, *Inclusiveness at Work: How to Build Inclusive Nonprofit Organizations*. Following the model that is outlined in the workbook, we undertook the following steps in the first two years of this work:

1. Established the internal commitment to engage in an inclusiveness initiative and convene an Inclusiveness Committee;
2. Developed a training strategy aimed at increasing our personal and organizational knowledge and understanding of issues of diversity and inclusiveness;
3. Developed definitions and case statements;
4. Engaged in an in-depth information gathering process designed to gather information about:
 - a. The field in which we work
 - b. Our organization and our work, including our members' perspectives and priorities
5. Developed an Inclusiveness Blueprint.

Based on the priorities that are articulated in this Blueprint, we will implement the strategies outlined, evaluate our progress achieving our objectives, and strive to continually improve how TFN integrates our commitment to inclusiveness throughout the organization.

Inclusiveness Committee

The inclusiveness committee was comprised of all staff members, four members of TFN's board of directors—including the chairperson of the board of directors, the immediate-past-chairperson, and the chairperson-elect—and one individual who represents a TFN member organization. The committee was chaired by Margaret Connelly, Vice President for Programs at the Arthur M. Blank Foundation, and secretary of the TFN board of directors. The committee's responsibilities included developing a vision for the inclusiveness initiative and managing the process. (Please see Appendix A for the list of TFN Inclusiveness Committee members.)

Training and Education

Throughout the first two years of the Inclusiveness Initiative, the board and staff of TFN engaged in ongoing dialogue and educational sessions about inclusiveness at TFN and within the broader

society. Among other things, the staff of TFN discussed issues of diversity and inclusiveness at virtually every staff meeting, read multiple articles and research studies about diversity and inclusiveness, and participated in a full-day formal training with the board of directors. The board also discussed issues related to growth and development and diversity and inclusiveness at virtually every board meeting since 2007. As our understanding and commitment to inclusiveness grows, so does our willingness and eagerness to continue to build our personal and organizational understanding of diversity and inclusiveness and the relationship of both to ensure that growth and development decisions are fair to all concerned and that they make communities better places to live.

Research

In order to better understand where our organizational strengths and challenges lie with regard to diversity and inclusiveness, we examined three themes:

1. Organizational issues and opportunities;
2. Issues and opportunities related to organized philanthropy; and
3. Issues and opportunities related to smart growth.

In order to understand the issues and opportunities within these three spheres, we conducted an internal scan of our current demographics and policies; we reviewed relevant information pertaining to organizational philanthropy and smart growth (note that this review of data was not exhaustive—rather, it was illustrative and was useful in giving the Inclusiveness Committee a basis for determining what additional information and data are needed for us to continue to build our awareness and understanding of diversity and inclusiveness); and, we retained OMNI Research to complete a qualitative study of the perspectives of our staff, board, and members. (Please See Appendix B for the complete break-down of Available Facts that relate to our inclusiveness work. Please See Appendix C for the complete research report by OMNI Research.) We also completed an internal scan of current practices related to inclusiveness and diversity in our programs and operations.

Available Facts: The Funders' Network

- As a small office (a current in-house staff of six) our diversity is generally reflective of the demographics of the nation as a whole, although less Hispanic than the population of our home county, Miami-Dade, Florida.
- We recognize and respect different religious and ethnic holidays for employees, program planning, and food for public and staff events.
- We have a good written equal employment opportunity policy. Our Equal Employment Opportunity reads as follows:

The policy of the Funders' Network is to recruit, employ, train, develop and promote employees on the basis of individual qualifications, competence and merit.

TFN believes that all persons are entitled to equal employment opportunity and does not discriminate on any basis. In addition, in light of the historical economic injustices suffered based on race, color, religion, sex, pregnancy, national origin, ancestry, citizenship, age, marital status, physical or mental disability, medical condition, and sexual orientation, TFN is committed to assuring equal opportunity in the recruitment, hiring, and promotion of staff.

- As our number of employees has grown, our staff has become more diverse. Our turnover rate is very low, however, so changes in staff demographics will not happen rapidly.
- People of color are represented at most levels. There are three levels within the staff at Funders' Network, which are informally labeled as the executive level, director, and associate level. At the executive level there is only one position of executive director which is currently represented by a white male. The next level below consists of directors which are represented by three white females and one black male; and of the white females, one is considered to be of Hispanic descent. The associate level consists of one staff member, a Hispanic female.
- All staff has responsibility for promoting inclusiveness. The team leader is the executive director.
- The Funders' Network pays for one or more of an employee's appropriate professional memberships or for professional development opportunities.
- Members of our board of directors come from diverse socio-economic backgrounds, and are diverse in age, race, and ethnicity. Individuals under 35 and over 65, however, are underrepresented compared to the nation's demographics.
- Members of our board of directors represent diverse geographies, although rural perspectives, as well as certain areas of the nation, are underrepresented proportionate to population, including the Southeast, South, Southwest, Northwest, and Intermountain West. On the other hand, geographies represented on the board are fairly proportionate to the geographies of our membership.
- In 2008 the Funders' Network contracted with 15 individuals who served in various consulting capacities. Their diversity is generally reflective of the demographics of the nation as a whole, although less Hispanic than the population of our home county.

Available Facts: Diversity in Philanthropy

The field of philanthropy has made significant progress in regards to diversity over the past two decades. For example, in 1982, only 12.6 percent of full-time paid staff working in grantmaking institutions that are members of the Council on Foundations (COF) were people of color. In 2006, that number jumped to 23.2 percent. However, at the CEO level, only 5.8 percent were people of color in 2006, up from 1.6 percent in 1982. At the board level, in 1982 only 4.3 percent of trustees were people of color; by 2006 that number increased to 13 percent. (*Source: Council on Foundations.*)

At the same time, women have increasingly come to dominate the staff of grantmaking organizations, although they are less likely to be in the highest leadership positions. For example, 74 percent of program officers working in COF member institutions were women in 2004 (up from 51 percent in 1982) while only 53 percent of CEOs were women (up from 26 percent in 1982). In sharp contrast to the staffing trends, women are still significantly underrepresented at the trustee level. In 2004, women accounted for just 35.8 percent of the trustees of grantmaking institutions (compared to 22.6 percent in 1982). (*Source: Council on Foundations.*)

There is a higher percentage of people of color in the position of program officer than in the general U.S. population. Among the program officers who worked for COF member foundations, 65 percent were Non-Hispanic white, 16.9 percent were African American or Black, 8.1 percent were Asian American/Pacific Islander, 7.3 percent were Latino, .7 percent were American Indian, and two

percent identified as of some other racial/ethnic background. It is especially noteworthy that in 2006, 14 percent of the U.S. population identified as Hispanic/Latino, while only 7.3 percent of program officers identified as Hispanic/Latino. (Asian Americans made-up five percent of the U.S. population; African Americans were 13.4 percent of the U.S. population; and Native Americans were approximately 1 percent of the U.S. population. (*Source: U.S. Census Bureau.*)

Available Facts: Demographic Shifts

The Funders' Network's mission is to inspire, strengthen, and expand philanthropic leadership and funders' abilities to support organizations working to improve communities through better development decisions and growth policies.

To do this with a commitment to inclusiveness requires an understanding about how communities are changing. It is not in the purview of this document to complete an exhaustive summary of demographic shifts; however, some highlights of key demographic trends is warranted to give TFN a clearer sense of how its work may need to evolve over time to respond to the demographic changes.

First, it is important to recognize that the percentage of non-Hispanic whites in the United States is projected to decrease from 69.4 percent in 2000 to just 50.1 percent in 2050. At the same time, the Hispanic population is expected to double during the same period, from 12.6 percent to 24.4 percent.

Table 1a. Projected Population of the United States, by Race and Hispanic Origin: 2000 to 2050 *(In thousands except as indicated)*

Population or percent and race or Hispanic origin	2000	2010	2020	2030	2040	2050
POPULATION						
TOTAL	282,125	308,936	335,805	363,584	391,946	419,854
White alone	228,548	244,995	260,629	275,731	289,690	302,626
Black alone	35,818	40,454	45,365	50,442	55,876	61,361
Asian Alone	10,684	14,241	17,988	22,580	27,992	33,430
All other races 1/	7,075	9,246	11,822	14,831	18,388	22,437
Hispanic (of any race)	35,622	47,756	59,756	73,055	87,585	102,560
White alone, not Hispanic	195,729	201,112	205,936	209,176	210,331	210,283
PERCENT OF TOTAL POPULATION						
TOTAL	100.0	100.0	100.0	100.0	100.0	100.0
White alone	81.0	79.3	77.6	75.8	73.9	72.1
Black alone	12.7	13.1	13.5	13.9	14.3	14.6
Asian Alone	3.8	4.6	5.4	6.2	7.1	8.0
All other races 1/	2.5	3.0	3.5	4.1	4.7	5.3
Hispanic (of any race)	12.6	15.5	17.8	20.1	22.3	24.4
White alone, not Hispanic	69.4	65.1	61.3	57.5	53.7	50.1

1/ Includes American Indian and Alaska Native alone, Native Hawaiian and Other Pacific Islander alone, and Two or More Races. Source: U.S. Census Bureau, 2004, "U.S. Interim Projections by Age, Sex, Race, and Hispanic Origin," <<http://www.census.gov/ipc/www/usinterimproj/>>

Some of the more dramatic demographic shifts that are occurring in the United States are taking place in metropolitan regions. The following trends reflect some key shifts in and out of metropolitan communities as documented by the Brookings Institution in 2006.

- **Hispanic and Asian populations are spreading out from their traditional metropolitan centers, while the shift of blacks toward the South is accelerating.** The Los Angeles and New York metropolitan areas contained 23 percent of the nation's Hispanic population in 2004, down from 30 percent in 1990. Meanwhile, interior California areas such as Riverside and Stockton gained significant numbers of Hispanics and Asians. Fully 56 percent of the nation's blacks now reside in the South, a region that has garnered 72 percent of the increase in that group's population since 2000.
- **The fastest growing metro areas for each minority group in 2000–2004 are no longer unique, but closely parallel the fastest growing areas in the nation.** National growth centers such as Las Vegas, Atlanta, Orlando, and Phoenix are now prominent centers of

minority population growth as well. Still, Hispanics, Asians, and blacks remain more likely to reside in large metropolitan areas than the population as a whole.

- **Of the nation’s 361 metropolitan areas, 111 registered declines in white population from 2000 to 2004, with the largest absolute losses occurring in New York, San Francisco, and Los Angeles.** Declines were greatest in coastal metropolitan areas and economically stagnant parts of the country. More so than for minority groups, white population growth has dispersed towards smaller-sized areas.
- **Minorities contributed the majority of population gains in the nation’s fastest growing metropolitan areas and central metropolitan counties from 2000 to 2004.** Minority groups remain the demographic lifeblood of inner counties in older metropolitan areas, but they are increasingly fueling growth in fast-growing outer suburban and “exurban” counties as well.
- **A strong multi-minority presence characterizes 18 large “melting pot” metro areas, and 27 large metro areas now have “majority minority” child populations.** Because the nation’s child population is more racially diverse than its adult population, in nearly one-third of all large metro areas—including Washington, D.C., Chicago, Phoenix, and Atlanta—fewer than half of all people under age 15 are white.
- **Hispanic, Asian, and Black populations continue to migrate to, and expand their presence in, new destinations.** They are increasingly living in suburbs, in rapidly growing job centers in the South and West, and in more affordable areas adjacent to higher-priced coastal metro areas. The wider dispersal of minority populations signifies the broadening relevance of policies aimed at more diverse, including immigrant, communities.

Source: Diversity Spread Out: Metropolitan Shifts in Hispanic, Asian and Black Populations Since 2000. The Brookings Institution, March 2006, Living Cities Census Series.

Stakeholder Perspectives

Our overarching goal in conducting a study on perspectives of TFN stakeholders was to better understand where our perceived strengths and areas for improvement are when it comes to diversity and inclusiveness. This information was instrumental in helping us develop the Inclusiveness Blueprint and prioritizing our objectives and strategies moving forward.

Across identified stakeholder groups, OMNI assessed perceptions concerning how well the Funders’ Network has:

- Represented and valued inclusiveness and diversity at different levels, and in different functions, of the organization;
- Engaged people from different backgrounds, communities, and experiences as staff, trustees, volunteers, and participating funders; and,
- Advocated for people and their needs, assets, and perspectives as an important part of the organization and embraced their decision-making power and authority.

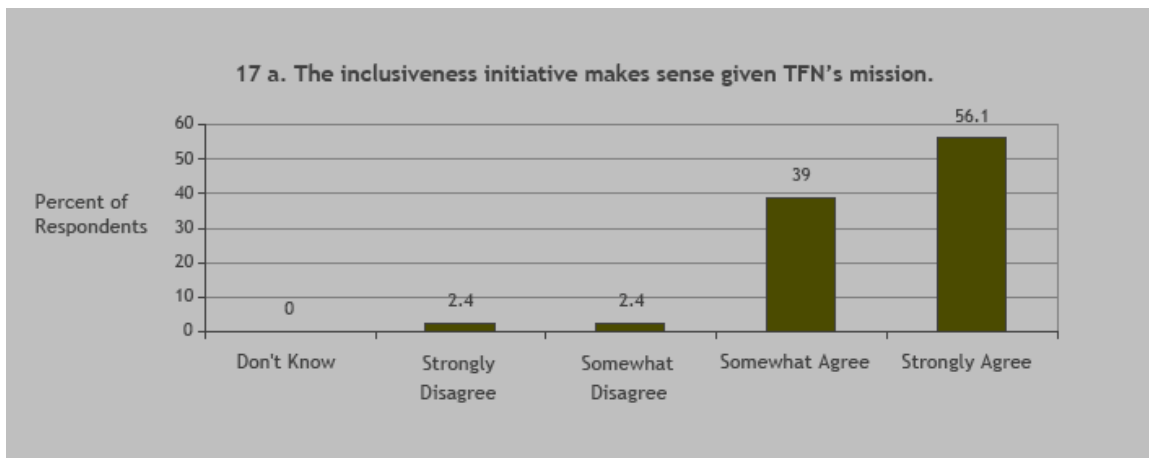
To answer these questions, OMNI conducted interviews, surveys, and focus groups with the following groups of stakeholders: board members, current and former staff, TFN members, other

funders who participate in TFN activities, and affinity group directors. The following are highlights from the research, as reported by OMNI Research. (Please note that the full research report may be found in Appendix C.)

- Qualitative data collected across stakeholder groups indicated that many perceive a lack of diversity within the philanthropic sector as a whole. Further, many perceived the Network's Inclusiveness Initiative as an important opportunity to impact inclusiveness in the philanthropic sector. At the same time, stakeholders also were unclear how to introduce inclusiveness and diversity within a sector that they perceived to be homogeneous.
- Stakeholders from all groups tended to perceive TFN as a leader in the promotion of inclusiveness in the philanthropic sector. Many stated that TFN was "ahead of the curve" and that there was an opportunity for TFN to serve as a role model to other philanthropic groups in the area of inclusiveness.
- Many stakeholders across groups perceived that the Inclusiveness Initiative would bring greater visibility to the agency's efforts in the philanthropic sector. Specifically, stakeholders mentioned that TFN might:
 - Share concrete examples of its inclusiveness efforts with its membership and other affinity groups, as well as disseminate its inclusiveness plans and results.
 - Provide a national forum for funders to share and dialogue about inclusiveness work.
 - Increase awareness about the relevance of TFN's mission and work to funders with a programmatic focus on low income communities and people of color.
- Many participants, across stakeholder groups, expressed interest in learning about how inclusiveness could inform their own philanthropic work, and a number expressed interest in becoming involved in TFN's Inclusiveness Initiative.
 - Some stakeholders suggested that TFN's Inclusiveness Initiative could play an important role in bridging the fields of environmentalism and community development.
- The majority of participants, from all stakeholder groups, reported that the Inclusiveness Initiative was relevant to TFN's mission and to current issues in the field of smart growth and development. Moreover, participants also recognized the importance of inclusiveness efforts in the philanthropic sector more generally, in order to be responsive to diverse communities. Although in the minority, there were a few individuals who did not understand the relevance of the Inclusiveness Initiative.
- A few participants from different stakeholder groups suggested that TFN more clearly identify inclusiveness as a part of its mission.
- Because TFN supports funders, its work only indirectly impacts people of color and communities of color. Moreover, since its focus is on philanthropic organizations, there is a perception that there are limits to how inclusive TFN's work and member organizations can become. Many from different stakeholder groups expressed some confusion about how to operationalize inclusiveness in the daily work and activities of TFN.
- Among stakeholders, there was some disagreement about how relevant inclusiveness was to all of TFN's work. While some stated that inclusiveness should inform and encompass all of the agency's work, others found it more relevant to certain topics than other areas.
- A number of individuals from different stakeholder groups expressed concern about the current economic crisis and hope that, as a part of its Inclusiveness Initiative, TFN would

play a leadership role in promoting the importance of grantmaking that reaches people of color and low-income communities, as these groups would be disproportionately and negatively impacted by the economic crisis.

- Overall, the board and staff recognized the complexity of inclusiveness work and the different levels of the organization that would be impacted. Participants from these stakeholder groups identified change that might be needed in organizational decision making processes, in the approach or focus of daily work, and the changes that would be required at personal and professional levels.
 - Board and staff participants also suggested that the Inclusiveness Initiative should engage a broader base of participants from the organization itself as well as from among its stakeholder groups.
 - They also suggested that there was a need for consistent messages about the relative importance of the Inclusiveness Initiative (as compared to other organizational priorities) and about leadership support for the initiative.
- Importantly, overall, TFN members indicated that they understand the connection of the Inclusiveness Initiative to the mission of TFN.



- Finally, overall, our research showed TFN members perceive that TFN is, for the most part, effective at reaching out to funders with a programmatic focus on low-income communities and people of color, and that we are effective at helping funders understand the relevance of the work.

Inclusiveness Framework

The work that we have completed over the past several years has given us tremendous insight and understanding about how our stakeholders perceive us and about our core competencies and areas for improvement related to diversity and inclusiveness. As important, however, the process has underscored the interconnection between diversity and inclusiveness and environmentally sustainable, socially equitable, and economically sound land-use policies and practices. As we move deeper into the implementation phase of work, we will seek to connect issues of diversity and inclusiveness into our programmatic work, as well as into the organizational culture, practices, and policies.

The framework that we have articulated here will serve as the guideposts for our work moving forward and will provide us with a roadmap to ensure that we are holding ourselves accountable to

the work. We know, however, that progress will not be made alone by following the framework: it will also be achieved by maintaining openness; a willingness to listen, reflect, learn and adapt; and a deep commitment to consistently linking our work and our members' work to our core values and an understanding of diversity and inclusiveness.

Long-term Outcomes

TFN's inclusiveness work must be embedded in, and directly link to TFN's strategic framework and annual work plans. The long-term outcomes that the organization has established for itself need to be revisited to fully sync with our long-term outcomes related to inclusiveness, which are as follows:

1. TFN applies a progressively deeper understanding of inclusiveness in its programs and organizational culture.
2. TFN is perceived to be a valuable organization for funders who care about how growth and development decisions impact people and communities.
3. TFN members increase their ability to apply principles of inclusiveness in their grantmaking.
4. TFN members increase their support of solutions that remove barriers that disenfranchised people face when trying to be part of the decision-making process about growth and development choices in their communities.
5. The organizational membership of TFN reflects greater diversity in terms of types of funding interests, such as workforce development, economic development, rural, etc.
6. More organizations with a commitment to diversity and inclusiveness will be members of TFN.

Program Objectives for 2010 – 2012

1. Increase understanding among board, staff, members, and consultants about how decision making about growth and development impacts the needs and perspectives of low-income communities.
2. Establish deeper relationships with funder networks and others to advance TFN's and partners' understanding of solutions and best practices that are inclusive and result in better outcomes for low-income communities and families.
3. Improve funders' understanding of the interconnections among social, racial, and economic equity, growth and development, and related fields (e.g., health, education, environment, etc.).

Program Strategies for 2010–2012

1. Disseminate existing and new tools and resources, such as case studies, to members and partners that provide advice regarding solutions and best practices that are inclusive in the context of decision making related to growth and development.
2. Improve communications related to inclusiveness by learning more about and using appropriate messages, tools, and media.
3. Become more intentional about increasing learning and knowledge in all aspects of TFN's programming regarding solutions and best practices that advance inclusiveness.
4. Ensure the PLACES program provides a high quality experience to participants and tests new models and approaches for increasing understanding of inclusiveness in the context of decision making related to growth and development.
5. Become more intentional about ensuring the work plans of TFN's working groups reflect a commitment to inclusiveness.

Organizational Objectives for 2010-2012

1. As a learning organization, demonstrate a progressively deeper understanding of diversity and inclusiveness—and the application of that understanding—in TFN’s organizational culture.
2. Ensure TFN staff, directors, and volunteers are at least as diverse as those who make up TFN’s membership.

Organizational Strategies for 2010-2012

1. Revisit TFN’s Theory of Change (goals, mission, organizational values, outcomes, and objectives) to reflect the Blueprint.
2. Use best practices in recruitment of board, staff, consultants, and vendors.
3. Create a culture of inclusiveness in keeping with our organizational values with a particular focus on improving upon how we integrate newcomers.
4. Ensure power dynamics between individual board members and also between board and staff members are acknowledged and addressed.
5. Increase staff collaboration by: improving information sharing process; emphasizing team building; and delegating decision-making authority commensurate with responsibility.
6. Continue to improve knowledge and understanding among staff and board members through training and education.

Accountability Plan

This Blueprint represents a new stage in our development and understanding of diversity and inclusiveness at TFN. We foresee the Blueprint to be a dynamic document that will evolve as we continue to learn; we also intend to use the Blueprint as our internal roadmap that will keep us focused on our highest priorities. To that end, over the next three years, the board of directors of the Funders’ Network will assign implementation responsibilities to the CEO, and progress reports will be a standing board meeting agenda item for the foreseeable future.

Following the adoption of the Blueprint at the January 2010 board meeting, implementation steps will focus on four areas until the June 2010 board meeting:

1. Intentional programming at the March 2010 annual conference;
2. Identifying more specific implementation activities, tasks, timelines, and responsible staff and integrating them into the proposed FY2010-11 annual work plan;
3. Selecting PLACES participants and developing the curriculum with an intentional eye toward inclusiveness; and
4. Revisiting TFN’s Theory of Change (goals, mission, organizational values, outcomes, and objectives) to present recommendations for revisions to better align with the Blueprint for consideration by the board in June 2010.

Following the June 2010 board meeting, implementation will occur in accordance with an aligned Theory of Change, Blueprint, and annual work plan.

Appendix A: Inclusiveness Committee Members as of October 2009

1. D. Elizabeth Almonte (staff)
2. Margaret Connelly, Arthur M. Blank Family Foundation (board of directors)
3. Jennifer Cummings (staff)
4. Zainab Hassan, The Minneapolis Foundation (member)
5. Maureen Lawless (staff)
6. Kevin Murphy, Berks County Community Foundation (board of directors)
7. Kim Ogren (staff)
8. Arlene Rodriguez, The San Francisco Foundation (board of directors)
9. Kris Smith (staff)
10. Scot Spencer, Annie E. Casey Foundation (board of directors)
11. Ben Starrett (staff)

Katherine Pease of Katherine Pease & Associates served as the primary inclusiveness consultant to TFN. Angela Park also assisted in training and education efforts.

Appendix B: Available Facts

To download “Available Facts,” visit <http://www.fundersnetwork.org/about/inclusiveness-initiative> and choose Appendix B, or go directly to the file link:

http://www.fundersnetwork.org/files/Available_Facts_Final_081223.pdf

Appendix C: Inclusiveness Assessment conducted by OMNI Research

To download the “Inclusiveness Assessment Research,” visit <http://www.fundersnetwork.org/about/inclusiveness-initiative> and choose Appendix C, or go directly to the file link:

http://www.fundersnetwork.org/files/TFN_Inclusiveness_Assessment_Final.pdf



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