Increasing Diversity in Organizations
"Diversity Toolkit"

Governance
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- Board Resolutions
- Diversity and Inclusion Statement/Policy & Examples
- Mission, Vision, Values & Examples

II. Act with Deliberate Focus and Intention Toward Diversity
- Reserve Funding
- Hire Diversity Consultant or Attend Diversity Training
- Establish Diversity Committee

III. Set Diversity Goals
IV. Collect Diversity Data

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- Diversity Language in Job Description
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- Listen to Communities to Understand Needs
- Design Programs that Meet Specific Community Need

Governance

Diversity must be embedded in the way an organization is governed.

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Draft Diversity Commitment Language

Drafting firm language affirms the commitment to diversity is embedded in the core values of an organization. It ensures the organization stays on track and moves toward the goal of being representative of the community it serves as well as maintains fresh perspectives in every effort. Further, diversity language ensures a commitment to excellence through advancing inclusion and equity in the community. It will affirm that the organization promotes diversity in all of its endeavors; seeks diversity in thought and perspective; and consistently reflects cultural sensitivity.

To do this successfully, you must decide how your organization will define diversity.

<u>What type of diversity do you need?</u>

Board Resolution Examples

Formally adopt a board resolution on diversity that includes a written statement on how your organization will commit to diversity. Making a commitment is always the first step.

<u>Association of Fundraising Professionals</u>

WHEREAS the mission of the Association of Fundraising Professionals (AFP) is to enable people and organizations throughout the world to practice effective and ethical fundraising through education, training, mentoring, research, credentialing and advocacy; and,

WHEREAS AFP is committed to educating and encouraging its members and the non-profit sector to better serve their respective communities; and,

WHEREAS AFP defines diversity as the seeking and achieving of a broad representation of experiences, perspectives, opinions and cultures; and,

WHEREAS AFP values inclusiveness as an essential source of vitality and strength for the effective pursuit of an organization's mission;

THEREFORE BE IT RESOLVED THAT AFP is committed to diversity as an ongoing proactive process in its governance, chapters, committees, membership, programs and activities.

http://www.afpnet.org/About/content.cfm?ItemNumber=2025

<u>St. Paul Academy and Summit School</u>

Let it be resolved that the Board of Trustees of St. Paul Academy and Summit School requires a thoughtful commitment on the part of each member of the school's community to its stated goal of diversity. The Board recognizes that diversity is an asset that strengthens education by encouraging academic achievement, fostering the essential value of respect and preparing students to live and work in a global environment.

SPA is committed to the principles of diversity, and the school strictly prohibits discrimination on the basis of race, ethnicity, class, age, marital status, gender, disability, religion, sexual orientation, or any other protected class pursuant to applicable law.

Diversity in the educational and professional mission of the school may take many of the following valued forms:
- The school will seek to achieve a diverse population.
- The school is committed to employing a diverse and highly qualified faculty and staff.
- The climate and culture of the school are key ingredients to success.
- The academic program offered by the school should reflect a commitment to multi-cultural and multi-ethnic learning.
- The activities and extra-curricular programs of the school should encourage inclusiveness.

http://www.spa.edu/about_spa/living_diversity/board_resolution/index.aspx

Diversity and Inclusion Statement/Policy

A diversity statement or policy explains an organization's commitment to diversity. The policy should address the following:

- Why diversity is important to the organization
- What is the organization's approach to diversity
- How is diversity supported in the organization
- Discuss measurable objectives (if any)

Template:

[Organization Name] is committed to fostering, cultivating and preserving a culture of diversity and inclusion.

We embrace and encourage differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique.

[Organization Name's] diversity initiatives are applicable—but not limited—to our practices and policies on recruitment and selection; compensation and benefits; professional development and training; promotions; transfers; social and recreational programs; layoffs; terminations; and the ongoing development of a work environment built on the premise of gender and diversity equity that encourages and enforces:

- Respectful communication and cooperation.
- Teamwork and participation, permitting the representation of all groups and perspectives.
- Work/life balance through flexible work schedules to accommodate employees' varying needs.
- Contributions to the communities we serve to promote a greater understanding and respect for the diversity.

- See more at:
http://www.shrm.org/templatestools/samples/policies/pages/diversitypolicy.aspx#sthash.RNQilTit.dpuf

Examples of Diversity Statement/Policies

Greenpeace

Greenpeace challenges the systems of power and privilege that destroy the environment and place disproportionate, burdens on vulnerable communities. As Greenpeace, we know from nature that diversity is essential to life on the planet and success in our organization. We welcome, value and rely on a diversity of people, cultural experiences and perspectives. We learn from one another. Through our campaigning, we create solutions that promote environmental sustainability rooted in social justice.

http://www.greenpeace.org/usa/en/about/

National Association of Colleges and Employers

Inclusion is a core value for the National Association of Colleges and Employers (NACE), which fosters and supports individual and organizational diversity and inclusion in all facets of the association. NACE embraces and derives value from the variety of views that diverse organizations and individuals bring to a task at hand, and creates a supportive learning environment to foster open communication of diverse perspectives and realities.

https://www.naceweb.org/about-us/diversity-inclusion-statement.aspx

United Way

We respect, value and celebrate the unique attributes, characteristics and perspectives that make each person who they are. We also believe that bringing diverse individuals together allows us to collectively and more effectively address the issues that face our communities. It is our aim, therefore, that our partners, strategies and investments reflect these core values.

http://www.unitedway.org/about/diversity-and-inclusion

Earthjustice

As our name indicates, we are driven by a passion for justice—for people and for the environment, by a belief that we can accomplish more in genuine partnership with others, and by a commitment to excellence and strategic action. Our pursuit of diversity and inclusion recognizes that environmental burdens and benefits are not distributed equitably and we seek to address these historic and current disparities so that each of us can realize and enjoy a healthy, rich and inspiring world. In order to more fully accomplish our mission and live our values, we strive to make our commitment to diversity and inclusion evident in our organizational structure, policies, board of directors, staff, donors, goals, and vision. We welcome people of all backgrounds and seek to foster a culture of respect, openness, learning, integrity, honesty—and a sense of fun. Our passion for justice calls on us to be inclusive, transparent, and fair in all that we do. Our commitment to working in partnerships compels us to build relationships where all partners are valued, heard, respected, and empowered. Our drive for excellence leads us to learn from a broad range of perspectives and talents. Our desire for savvy and strategic approaches benefits from a multitude of cultural and life experiences and communities. In short, we believe a commitment to enhance and steadily increase diversity and inclusion at Earthjustice flows directly from our core values and is essential to achieve our mission. http://earthjustice.org/about/diversity-statement

Mission, Vision, Values

It is important to draft and include your commitment to diversity or inclusiveness in your Mission, Vision, and Values. These statements are essential because they will facilitate an internal awareness and understanding about the desired shift within the organizational culture. Further, this will draw people to your organization that agree with and fit into this sought after culture. Most of our organizations will keep our current missions. We will find the most opportunity to include diversity in our vision and values.

Mission

The work you are going to do to make your vision come true

National Public Radio

To work in partnership with member stations to create a more informed public – one challenged and invigorated by a deeper understanding and appreciation of events, ideas and cultures.

http://www.npr.org/about-npr/178659563/our-mission-and-vision

Vision

The future you want to create for the community you want to impact

The Audubon Naturalist Society

The Audubon Naturalist Society seeks to create a larger and more diverse community of people who treasure the natural world and work to preserve it.

http://www.audubonnaturalist.org/index.php/about-ans

<u>Values</u>

How your work will reflect the values you want to see in your community.

The statement should go beyond something undeveloped like, "We value diversity" and include reasons why diversity and inclusion are important. It is essential to state what it means to value diversity in your organizations so that people are guided by this in their work.

National Parks Conservation Association

At NPCA our work to protect and enhance our national parks is guided by six core values: Commitment to Mission, Empowerment, Teamwork, Accountability, Innovation, and Diversity.

http://www.npca.org/about-us/history-and-values/

Teach for America

We act on our belief that the movement to ensure educational equity will succeed only if it is diverse in every respect. In particular, we value the perspective and credibility that individuals who share the racial and economic backgrounds of the students with whom we work can bring to our organization, classrooms, and the long-term effort for change. https://www.teachforamerica.org/about-us/our-story/core-values

Mission, Vision, Values Examples

It might be easier for your organization to add a separate statement to your mission, vision, and values that incorporates diversity as a whole.

Cornell University Cooperative Extensions
CCE's mission, vision and values are well entrenched in the principles of diversity, equal opportunity and affirmative action, and provide the foundation from which we operate.
http://www.cce.cornell.edu/learnAbout/Pages/Diversity.aspx

The National Postdoctoral Association
NPA provides a great example of an all-inclusive mission, vision, values, diversity statement, and statement of inclusion.

Our Mission

The mission of the National Postdoctoral Association is to improve the postdoctoral experience by supporting enhanced research training and a culture of enhanced professional growth to benefit scholarship and innovation.

Our Vision

Working in collaboration with the entire research community, the NPA envisions changing the culture of those individuals and institutions engaged in the U.S. research enterprise so that the contributions of postdoctoral scholars are fully valued and recognized.

Our Values

The NPA values:

- Grassroots participation in the decision-making process, both internally and externally.
- Professional satisfaction and meaningful career opportunities for postdoctoral scholars, which recognize the importance of balancing work and personal needs.
- Collaboration and dialogue to achieve consensus among all stakeholders on the best methods for addressing issues and obtaining desired outcomes for the postdoctoral community.
- Objective data to inform critical decision-making.

Diversity Statement

The National Postdoctoral Association seeks to promote diversity and ensure equal opportunity and inclusion for all persons in the membership, leadership and activities of the National Postdoctoral Association regardless of race, ethnicity, sex, disability, country of origin, field of research, socio-economic status, religion, age, marital status, sexual orientation, or gender identity.

Statement of Inclusion

The National Postdoctoral Association aims to advance the United States' research enterprise by maximizing the effectiveness of the research community and enhancing the quality of the postdoctoral experience for all participants. A diverse postdoctoral community has positive effects on research and teaching and enhances the work environment by offering broadened perspectives and encouraging critical thinking. It is therefore a goal of the NPA to create an environment that promotes diversity and inclusiveness, and to create opportunities for all of its members to interact with tolerance, understanding, and respect for others.

The NPA is committed to achieving diversity and inclusiveness among its constituency, and advocates equality for all postdocs, regardless of race, ethnicity, sex, disability, country of origin, socio-economic status, religion, age, marital status, sexual orientation, or gender identity, in all disciplines at all organizations that train postdoctoral fellows. This commitment to diversity and inclusiveness extends to the practices and policies of the NPA, and the NPA strongly urges institutions to embrace this commitment as part of their individual missions.

The NPA strives to ensure that all members have open access and opportunities to contribute to the organization through leadership positions, involvement within the committee structure, and participation in annual meetings and other NPA sponsored events. The NPA promotes advocacy for increased diversity among postdoctoral scholars and fosters diversity through activities, policies, and practices that are attuned to this commitment.

http://www.nationalpostdoc.org/about-the-npa-2/mission

Act with Deliberate Focus and Intention toward Diversity

Begin On-Going Diversity Conversation

An on-going discussion with your Board of Directors and Staff is essential to facilitating a cultural shift within your organization about the importance of increasing diversity. The shift will maintain the initial stamina and remind everyone that this is a constant work in progress. A suggestion to start this conversation is to have everyone on your Board bring an article about why diversity is important and discuss. Then continue this trend each Board and Staff meeting.

Reserve Funding

Our priorities cost money. After making diversity a priority through a board resolution or adoption as a new policy, funds need to be directed in order to achieve our goals. This might include new paid staff who are knowledgeable about diversity, a community organizer who works in diverse communities, putting together a committee, or hiring a consultant.

Hire Diversity Consultant or Attend Diversity Training

If you do not know what to do to increase diversity, hire some help!

The Diverse Environmental Leaders Speakers Bureau

DEL has a variety of speakers that can come assist your organization in increasing diversity.

http://delnsb.com/diversity-training/

PRISM Inclusion and Diversity Consulting

"PRISM links D&I to the organization's strategic goals. We customize every D&I solution to the specific needs of our client. Our Diversity and Inclusion Consulting is one of the six components of our overall diversity and inclusion strategy, which establishes a plan to close the gap between an organization's current status and its vision of where it would like to be." http://www.prismdiversity.com/products/diversity_consulting.html

Visions, Inc.

Offers change and equity training

http://visions-inc.org/what-we-offer/pace4day/

Green 2.0

Presents webinars on the state of diversity in environmental organizations.

http://diversegreen.org/

Establish a Diversity Committee

The purpose of a diversity committee is to make recommendations to an organization regarding diversity. The committee can do things like review the status of diversity within the organization, suggest methods for increasing diversity, recommend how an organization can diversify its membership, and create a work plan.

Association of Zoos and Aquariums

Diversity and Inclusion Committee: Provides advocacy, resources and education regarding diversity and inclusion

https://www.aza.org/Membership/detail.aspx?id=428

Stoel Rives, LLP

The Stoel Rives Diversity and Inclusion Committee is entrusted with developing and implementing strategies and tools to achieve the firm's diversity and inclusion goals. The committee creates and actively monitors the success of initiatives to attract, develop, and retain a diverse group of attorneys and staff. It also implements inclusion programs within the firm and supports diversity-related efforts by other departments and committees, such as our Recruiting Department and our Coaching and Mentoring Committee. Our Diversity and Inclusion Committee identifies, budgets for, and allocates the resources necessary to foster inclusion within the firm, and to support diversity within our communities. In addition, the committee communicates these diversity goals and initiatives, both internally and externally. Diversity and Inclusion Committee members serve as liaisons between attorneys and firm leadership on issues relating to diversity, and as the firm's liaison to various organizations that represent diverse attorneys and students. Stoel Rives' Chair of the Diversity and Inclusion Committee oversees implementation of our long-term diversity initiatives, and coordinates with other committees and departments. The Chair also facilitates committee meetings, establishing the committee's goals and guiding efforts to meet those goals. http://www.stoel.com/diversity.aspx?Show=2802

Establish Diversity Goals

Set measurable goals for diversity and inclusion within your organization.

Template

_____ (organization) will strive to develop a board of directors* that reflects the community it serves in regards to race and ethnicity. According to the 2000 U.S. Census, the community we serve is comprised of 47 percent whites, 30 percent Latinos, 10 percent African Americans, 5 percent Asian Americans, 5 percent Native Americans, and 3 percent "other." Therefore, _____ (organization) will strive for similar representation in the make-up of the Board of Directors. As demographic changes occur, we will make adjustments to our Board composition accordingly.

*Board of Directors is interchangeable with any part of your organization like volunteer-base and employees.

Diversity Data Collection

How will we know that we are increasing diversity if we do not track our efforts?

Green 2.0, GuideStar, and D5

Green 2.0 is collaborating with GuideStar and D5 to seek participation from environmental organizations in a groundbreaking diversity tracking effort. This comes in the wake of wide press about the problematic "green ceiling"—the mainstream environmental movement's failure to keep up with the changing face of America. Read about the importance of collecting demographic data and begin using the organizations demographics framework provided by GuideStar and D5 below.

Organizational Demographics

We live and work in a diverse world. In an era of infused with data, nonprofits and funders have an opportunity to use data to work more effectively. In order to support nonprofits and gain valuable insight for the sector, GuideStar worked with D5—a five-year initiative to advance diversity, equity, and inclusion in philanthropy—in creating this questionnaire.

We would like to emphasize that each of the following questions is **voluntary** ([1]). We encourage you to view this as a tool for sharing whatever data you would like to share, not a survey where you must answer every question.

When **collecting** identity information, please be sure all staff and volunteers have the opportunity to self-identify on the various demographic categories anonymously. It is a best practice to always provide a "decline to state" option. No person can legally be required to complete any survey related to identity. (Click here for more guidance on responsible data collection)

How many Board Members, Staff Members (full and part-time), Senior Staff, and Volunteers does your organization have?

	Board Members	Staff Member (full time)	Staff Members (part time)	Senior Staff (full time)	Volunteer
Total					

Gender Identity

How many Board Members, Staff Members (full and part-time), Senior Staff, and Volunteers in your organization publicly self-identify as the following?

	Board Members	Staff Member (full time)	Staff Members (part time)	Senior Staff (full time)	Volunteer
My organization does not collect this information	☐	☐	☐	☐	☐
Female					
Male					
Transgender (?3) / non-conforming					
Individuals decline to state					

Race and Ethnicity

How many Board Members, Staff Members (full and part-time), Senior Staff, and Volunteers in your organization publicly self-identify as the following?

	Board Members	Staff Member (full time)	Staff Members (part time)	Senior Staff (full time)	Volunteer
My organization does not collect this information	☐	☐	☐	☐	☐
Asian/Asian American					
Black/African American					
Hispanic/Latino/Latina					
Native American/American Indian/Alaska Native/Native Hawaiian					
White					
Multi-racial or multi-ethnic (2+ races/ethnicities)					
Individuals decline to state					
Other: please specify					

[   ]

Add another category

Sexual Orientation

How many Board Members, Staff Members (full and part-time), Senior Staff, and Volunteers in your organization publicly self-identify as the following?

	Board Members	Staff Member (full time)	Staff Members (part time)	Senior Staff (full time)	Volunteer
My organization does not collect this information	☐	☐	☐	☐	☐

Lesbian, gay, bisexual, and other members of the queer community

Individuals decline to state

Disability Status

How many Board Members, Staff Members (full and part-time), Senior Staff, and Volunteers in your organization publicly self-identify as the following?

	Board Members	Staff Member (full time)	Staff Members (part time)	Senior Staff (full time)	Volunteer
		☐	☐	☐	☐
My organization does not collect this information	☐				
Persons with a disability (?4)					
Individuals decline to state					

Tell us more about your strategies to address diversity. Check any or all that apply:

- ☐ **We track retention of staff, board, and volunteers across demographic categories**
- ☐ **We track income levels of staff, senior staff, and board across demographic categories**
- ☐ **We track the age of staff, senior staff, and board**
- ☐ **We track the diversity of vendors (e.g., consultants, professional service firms)**
- ☐ **We have a diversity committee in place**
- ☐ **We have a diversity manager in place**
  - ☐ **This position is full-time**
- ☐ **We have a diversity plan**
- ☐ **We use other methods to support diversity (feel free to share in the comments section)**

We invite you to share more about your demographic profile. Feel free to include other diversity efforts, links to your website, and any other relevant information.

Why Collect Organizational Demographics?

This collection tool presents **recommended standards for collecting data about the internal demographics** of organizations. The standards are recommended for nonprofits and foundations to collect data about themselves, and for foundations to utilize data about the organizations they fund.

D5 worked with a wide range of partners to develop the data collection standards with the following principles in mind:

Scope: The recommended standards must strike an appropriate balance between simplicity and breadth/depth of data collection. The standards are designed with a domestic focus, and do not include recommendations for international grants.

Adaptability: The data standards are meant to cover a core set of demographic metrics that should be adaptable/expandable/customizable to meet the more specific data needs of specific regions or organizations. Individual organizations may choose to expand on the fields and data collection, and the fields included in the recommended standards reflect the baseline data that should be collected and shared across organizations.

Our Learning Process

While these standards have been developed with the broad participation of numerous partners, including the Foundation Center, the Race and Equity in Philanthropy Group, several regional associations of grantmakers, and a range of foundations and nonprofits, we expect this tool to evolve over time. Like all data collection efforts, it is by nature iterative.

D5 will continue to facilitate conversations about these issues and others as they are surfaced, and welcomes input and feedback. In recognition of the ever-changing nature of data and our understanding of how communities change, D5 recommends that demographic data standards be considered a continual work in progress and an opportunity to engage in constructive and inclusive conversations across communities and organizations.

Click here for more information on D5's research.

Why collect demographic data?

Under almost all circumstances, the constituents of nonprofits and foundations are diverse across a broad spectrum of parameters. Organizations need to understand how populations are changing, and change with them. This data can be used to spark conversation, reflection, and action about how best to ensure that organizations reflect, and are responsive to, everyone in our society.

Why collect this information in a standardized way?

Unless organizations ask questions and share information in the same way, we will not be able to produce a comprehensive picture of the nonprofit and foundation sectors, or understand trends, gaps, overlaps, and opportunities. Once we start using the same language and approach to data, we will be able to strengthen our individual and collective strategies and better serve all populations in the future.

How do I collect data using the recommended standards?

D5 is presenting recommendations about the content of information to collect (i.e., gender, sexual orientation, disability), fields within those categories (e.g., male, female, transgender for gender), and about whom to collect it (i.e., board, senior staff, staff). This information may be collected in a variety of ways.

Data collection techniques may include **voluntary** surveys, annual assessments, or self-identification forms. It is up to the individual organization to determine the best mechanism and timing for collecting the data while complying with individuals' rights to privacy. D5 and GuideStar encourage administrators to ensure that responses are anonymous and, where possible, are tabulated and kept by employees without disciplinary responsibilities. As an additional layer of protection for respondents' privacy, GuideStar is only collecting information on how respondents **publicly** self-identify to all audiences, so responses should never reveal information that the respondent is unwilling to share.

Human Rights Campaign offers a helpful primer on LGBT data collection practices, which can be found here.

Is collecting and sharing this data voluntary?

For many people, issues of identity are crucial and they wish to actively share, celebrate and bring the

identities to their work. We also know that others will choose not to disclose elements of their identity. For this reason, we emphasize the voluntary nature of all these fields. It is voluntary for employees to choose how they identify and what to share; and also, voluntary in terms of how much data an organization chooses to share.

Given this complexity, we understand that initial statistics may undercount these identities. We also assume that some organizations will choose to, for example, collect and share data on race and sex but not on sexual orientation and disability status. That is OK. Over time we hope that we are able to assemble data across all of these axes of identity. But to start out, we welcome whatever data organizations feel comfortable sharing. The more organizations that choose to share this data, the more effective our work will be. No part of this questionnaire is currently required to achieve any GuideStar Exchange Participation Level (i.e. Bronze; Silver, Gold, or Platinum

Choose Clean Water Coalition
Sample Demographic Survey

This survey is completely voluntary and anonymous.

1. What is your gender?

____Female   ____Male   ____Transgender/nonconforming   ___Decline to state

2. What is your age?

___18-24   ___25-34   ___35-44   ___45-54   ___55-64   ___65-74   ____75+ ___Decline to state

3. What is your race?
___Asian/Asian American   ___Black/African American   ____Hispanic/Latino/Latina
___Native American/American Indian/Alaska Native/Native Hawaiian   ___White
___Multi-racial or multi-ethnic (2+ races/ethnicities)   ___ Decline to state
___Other (please specify) _____

4. Do you identify as LGBTQ? ___Yes   ___No   ___Decline to state
5. Do you have a disability?   ___ Yes   ___No   ___Decline to state
6. Where do you live?

___DC ___DE ___MD ___NY ___PA ___VA ___WV ___Other (please specify):

Thank you!

Pledge on Guidestar's website to track diversity:

https://www.guidestar.org/rxa/news/news-releases/2014/2014-10-16-nonprofit-diversity-data.aspx

Pledge to the Choose Clean Water Coalition to track diversity:

I Pledge To Start Collecting My Organization's Diversity Data With A Plan To Submit It To Guidestar.

Organization: _____

Name: _____

Title: _____

Signature: _____

Date: _____

<u>Hiring</u>

In order to increase diversity, we need to hire qualified and diverse candidates.
The more diverse we become, the more diversity we will attract.

    I.   Job Posting

- Diversity Language in Job Description

- Diversity and Inclusion Statement

- Where to Post a Job

    II.   Active Recruitment

    III.   Build a Ladder: Develop Diverse Youth Leaders

- School/Youth Engagement

- Internships and Volunteer Opportunities

Job Postings

1. **Diversity Language in Job Description → State that you are looking for diversity.**

American Rivers

American Rivers' internship program provides an exciting opportunity for college students to gain professional experience in the environmental non-profit field. Our intent is to inspire, educate, and provide hands-on experience to young professionals in the environmental field, and to help develop the next generation of conservation leaders. We are committed to enriching the conservation community by promoting diversity of all types in our internship program.

http://www.americanrivers.org/about/internships/#sthash.Afxeygd2.dpuf

2. **Add a Diversity and Inclusion Statement**

Clean Water Action

Clean Water Action is an Equal Opportunity Employer and welcomes diversity in the workplace.

http://www.cleanwateraction.org/job/political-director-washington-dc

3. **Where to Post a Job**

Actively spread the job posting to diverse groups and people with diverse connections. For example, post to diverse media sources. To assist with this, the Coalition staff is collecting and uploading this list of diverse job databases. This list is far from complete. Please e-mail colemanc@nwf.org for questions, comments or suggestions.

Maryland and District of Columbia

- Professional associations
  - Greater Baltimore http://www.gbul.org/careers.html

- Colleges and universities
  - Historically Black Colleges
    - Coppin State University http://www.coppin.edu/careerservices/employers
    - Bowie State http://www.bowiestate.edu/campus-life/the-career-development-center/employers/
    - Morgan State http://www.morgan.edu/administration/student_affairs/center_for_career_development/for_employers.html
  - Community Colleges
    - Prince George's Community College https://www.pgcc.edu/Services_and_Support/Support_Services/Career_Services/Career_Services.aspx
    - Howard Community College http://www.howardcc.edu/students/counseling_career_services_and_job_assistance/information_for_employers/infoforemployers.html

- Job fairs
  - Prince George's Community College Career Fair
    - https://www.pgcc.edu/Services_and_Support/Support_Services/Career_Services_Refresh/Events/Career_Fair.aspx
  - Baltimore Diversity Job Fair – Sept. 17, 2015
    - http://www.diversityjobfairs.com/Jobfairs/Baltimore-Job-Fair-on-Thursday-April-11-2013-from-10am-to-2pm.asp

- Newspaper/magazines/journals
  - Capital Gazette Careers http://www.newspaper-marketplace.com/annapolis-md/classified
    - Serves Prince George's County, Montgomery County, etc.
  - Baltimore Afro http://afro.pro.adicio.com/
  - Washington Hispanic (send email to post in classifieds ag@washingtonhispanic.com
  - Baltimore City Paper http://ads.citypaper.com/
  - Asian Fortune Newspaper (DC) http://www.asianfortunenews.com/

- Web sites
  - Maryland Diversity Services http://www.marylanddiversity.com/a/4713
    - http://www.baltimorediversity.com/
    - http://www.washingtondcdiversity.com/a/4713

Virginia

- Professional Associations
  - AARP (Norfolk) Senior Community Service Center http://www.aarp.org/work/job-hunting/
  - Virginia Asian Chamber of Commerce (Ashland) http://www.aabac.org/
  - Black Women United for Action (Springfield) www.bwufa.org

- Colleges and Universities
  - Hampton University Career Services (Hampton) http://www.hamptonu.edu/studentservices/careercenter/
  - Norfolk State University Career Services (Norfolk) https://www.nsu.edu/student-affairs/career-services/employers
  - Virginia State University Career Services (Petersburg) http://www.vsu.edu/career-services/employers/index.php
  - Virginia Union University (Richmond) https://www.vuu.edu/student_life/student_services/career_services/office_of_career_services_ocs/employer_information.aspx

- Job fairs
  - The Potomac School – Diversity Hiring Fair http://www.potomacschool.org/about-us/employment/Diversity-Hiring-Fair/index.aspx
  - Hampton University Career Fair https://secure.hamptonu.edu/registration/cf/

- Newspaper/magazines/journals
  - Richmond Free Press http://richmondfreepress.com/
  - The Metro Herald (Northern VA) http://www.metroherald.com/About%20Us.html
  - El Tiempo Latino http://eltiempolatino.com/
  - Washington Hispanic http://www.washingtonhispanic.com/
  - Tidewater Hispanic News (Virginia Beach) http://www.twhispanicnews.com/
  - Asian Fortune Newspaper (DC with VA reach) http://www.asianfortunenews.com/

- Websites
  - Hiring Veterans in VA http://www.diversity.va.gov/products/files/RSG.pdf

Pennsylvania

- Professional Associations
    - African American Chamber of Commerce http://www.aaccwp.com/
    - Urban League of Greater Pittsburg http://ulpgh.org/
    - Urban League of Young Professionals Greater Pittsburg http://www.ulyppgh.org/

- Colleges and Universities
    - Cheyney university of Pennsylvania http://www.cheyney.edu/career-services/
    - Lincoln University http://www.lincoln.edu/careerservices/
    - University of Pennsylvania Black Student League
      http://www.dolphin.upenn.edu/bsl/Black_Student_League/Home.html

- Job fairs
    - Penn State Career Fairs http://careerfairs.psu.edu/
    - Cheyney University Career Fair http://www.cheyney.edu/career-services/Career-Fair.cfm
    - Lincoln University Career Fair
      http://www.lincoln.edu/marketing/pr/news031108.html
    - Philadelphia Diversity Job Fair http://www.padjf.org/

- Newspaper/magazines/journals
    - The Philadelphia Tribune http://www.phillytrib.com/
    - El Solo Newspaper (Philadelphia) http://elsoln1.com/

- Radio stations and programs
    - WLCH 91.3 FM Serving Central PA's Latino Community http://wlchradio.org/
    - Philadelphia WKDU 91.7 FM - Drexel University http://wkdu.org/
    - Pittsburgh WPTS 92.1 FM - University of Pittsburgh http://wptsradio.org/

- Web sites
    - Philadelphia Diversity http://www.philadelphiadiversity.com/a/4713

- Other Resources
    - Pennsylvania Diversity Network – Serving the LGBT Community of the Greater Lehigh Valley - http://www.padiversity.org/
    - Pennsylvania Resource for Hiring Candidates With Disabilities
      http://www.thinkbeyondthelabel.com/StatesPages/statespage.aspx?stateid=38

West Virginia

- Professional Associations
  - West Virginia State University Black Alumni http://wvublackalumni.weebly.com/

- Colleges and Universities
  - West Virginia State University Career Services http://www.wvstateu.edu/administration/office-career-services-and-cooperative-education.aspx
  - Virginia Western http://www.virginiawestern.edu/career_center/index.php

- Job fairs
  - West Virginia University Job Fair http://diversity.wvu.edu/ddei/blog/2015/04/06/work-opportunities-job-fair
  -
- Newspaper/magazines/journals

- Radio stations and programs
  - Charleston WRVZ 98.7 FM Hip Hop , R&B

- Web sites
  - West Virginia Diversity http://www.westvirginiadiversity.com/

Regional/National

Websites

Linked In, Indeed, Simply Hired, Monster, Glassdoor, Idealist, Internships, USAJobs

Organizations

Black Jobs (http://blackjobs.com/cgi-bin/jobs/postJob.cgi)

Diversity (https://www.diversity.com/post-job-option)

Diversity Employers (http://www.diversityemployers.com/)

Diversity Inc (http://jobs.diversityinc.com/index.php)

Feminist Jobs (http://jobs.feminist.org/)

Getting Hired (http://www.gettinghired.com/Employers.aspx)

Green Latinos (www.greenlatinos.org) Email posting to markmagana@greenlatinos.org

Hire Disability Solutions (http://hireds.com/)

Hispanic Association of Colleges and Universities

Hispanic National Bar Association (http://www.hnba.com/main/view/career)

Latino Professionals (http://www.latpro.com/cms/recruiter?PHPSESSID=47329aa0c6869d5fddf551e037d49f0f&1431463118)

National Society of Black Engineers (http://careers.nsbe.org/employer/login/?goto=%2Fr%2Fjobs%2Fpost%2Fpost%2Ecfm%3Fsite_id%3D16477)

National Urban League (http://www.nuljobsnetwork.com/recruiters)

Orthodox Jewish Union (http://www.oujobs.org/)

Out and Equal (http://outandequal.lgbtcareerlink.org/jobseekers/)

Out for Work (http://outforwork.org/jobs/default.asp)

United Latino Job Bank (http://hirelatinos.org/)

Job Fairs

Enter your location and find diversity job fairs in your area http://www.diversityjobfairs.com/

Active recruitment

Actively recruit diverse, qualified individuals for your job openings

Tip: Ask around for the names of the best people your colleagues and partners have worked with. Think about the people you have worked with in the past. Reach out to them!

Building a ladder:
Develop Diverse Youth Leaders

School/Youth Engagement

- Education and mentoring program
- Student projects to improve their community
- Target schools with diverse limitations
- Work around schools schedules and driving limitations

San Diego Coastkeeper's LEAP Program

Coastkeeper LEAP will pull together a small group of high school students to participate in a five-month education and mentorship program. Selected students will attend monthly field trips and workshops highlighting environmental concerns, initiatives and careers in San Diego. Paired with one or more members of Coastkeeper's Community Advisory Council, students will develop a project focused on the environmental issue of their choice and present it at the conclusion of the program during a celebratory event.

-See more here: http://www.sdcoastkeeper.org/act/media-center/press-releases/398-coastkeepers-community-advisory-council-launches-leap.html

Paid Internships/Volunteer Opportunities

- Create internships or elevated career opportunities for diverse candidates
- Recruit and mentor diverse interns and volunteers

Smithsonian Environmental Research Center

The Smithsonian Environmental Research Center's (SERC) Internship Program offers undergraduate and beginning graduate students a unique opportunity to gain hands-on experience in the fields of environmental research and education. This program enables students to work on specific projects under the direction of SERC's professional staff and is tailored to provide the maximum educational benefit to each participant. Selected candidates will receive a stipend of $500.00 per week.

http://www.serc.si.edu/pro_training/internships/internships.aspx

Communications/Programs

All communications and programs should reflect and promote diversity.

I. Communications Must Reflect Diversity

- Post Diversity and Inclusion Policies

- Make it Obvious Your Organizations IS Diverse

- Use Photos of Diverse Volunteers and Staff

- Multi-Lingual Materials

- Values-Based Communication

II. Programs Must Reflect Diversity

- Listen to Communities to Understand Needs

- Design Programs that Meet Specific Community Need

Communications

1. **Post your diversity and inclusion policies. [See Governance]**

2. **Do you discuss diversity as a part of your organization? Make it obvious your organization is diverse.**

Clean Water Action

Clean Water Action is a one million member organization of **diverse people** and groups joined together to protect our environment, health, economic well-being and community quality of life. Our goals include clean, safe and affordable water; prevention of health threatening pollution; creation of environmentally safe jobs and businesses; and empowerment of people to make democracy work. Clean Water Action organizes strong grassroots groups and coalitions and campaigns to elect environmental candidates and solve environmental and community problems.

http://www.cleanwateraction.org/about

3. **Do your photos represent diversity? Use photos of diverse volunteers and staff.**

Casey Trees

A great example of an organization that uses photos that reflect the true diversity of volunteers.
http://caseytrees.org/

4. **Multi-lingual** → Do you offer any information on your website or programs in other languages? Are there people in your office that are bilingual or multilingual?

5. **Values-Based Communication** → The focus here is communicating with values. What is important to the community that you are trying to communicate with?

Tip: Visit Environmental Justice seminars, workshops, and conferences

Example: National Environmental Justice Conference & Training Program

http://thenejc.org/

Programs

1. **Listen to Communities and Understand Their Needs** → It is our responsibility to reach out to communities that are impacted and underrepresented. We need to solicit membership, partnerships, employees, and volunteers in these locations. We do this by understanding their needs and looking for common ground (i.e. communities of faith).

Tip: Build leaders in those communities

Example: Leadership development training

Environmental Health Coalition – SALTA Program

(Salud Ambiental Lideres Tomando Accion) (Environmental Health, Leaders Taking Action)
A web-based, interactive leadership development curriculum that provides community leaders with skill-building training in community organizing, policy advocacy, building power, community health, environmental justice and effective communication.
http://www.environmentalhealth.org/index.php/en/what-we-do/leadership-development/salta

Tip: Bring on Diversity/Environmental Justice Ambassadors [Leaders who are committed to promoting diversity and environmental justice]

EPA's Environmental Justice EcoAmbassadors

The Environmental Justice (EJ) ecoAmbassador Program, in partnership with the U.S. Environmental Protection Agency's (EPA) Student Diversity Internship Program (SDIP) is providing student internship opportunities focusing on environmental justice. This new partnership supports former Administrator Lisa P. Jackson's priorities to "expand the conversation on environmentalism and work for environmental justice."

http://www.epa.gov/ecoambassadors/environmentaljustice/

2. Design programs that meet the needs and preferences of the communities

Tip: Partner on community specific issues

The National Fish and Wildlife Foundation

The National Fish and Wildlife Foundation has also been successful in partnering with groups that promote diversity initiatives. For example, National Fish and Wildlife Foundation partners with:

- The National Wildlife Federation for the Deep Green Community program, which benefits wildlife and water in Baltimore.

- The Anacostia Watershed Society for the Anacostia Wetlands Awareness and Restoration Effort restoring tidal wetland habitat in the Anacostia Watershed in the District of Columbia.

- Blue Water Baltimore on the Blue Water Congregations program in Maryland, which works with religious leaders to reduce impacts from stormwater.

- Anacostia Riverkeeper on the Community Rain Barrels to install high-volume cisterns in the District of Columbia to harvest stormwater for community use.

- The City of Lexington, Virginia on the Green Infrastructure Showcase which integrates green infrastructure into new and highly-visible, mixed-income neighborhoods of affordable EarthCraft certified homes.