Communities
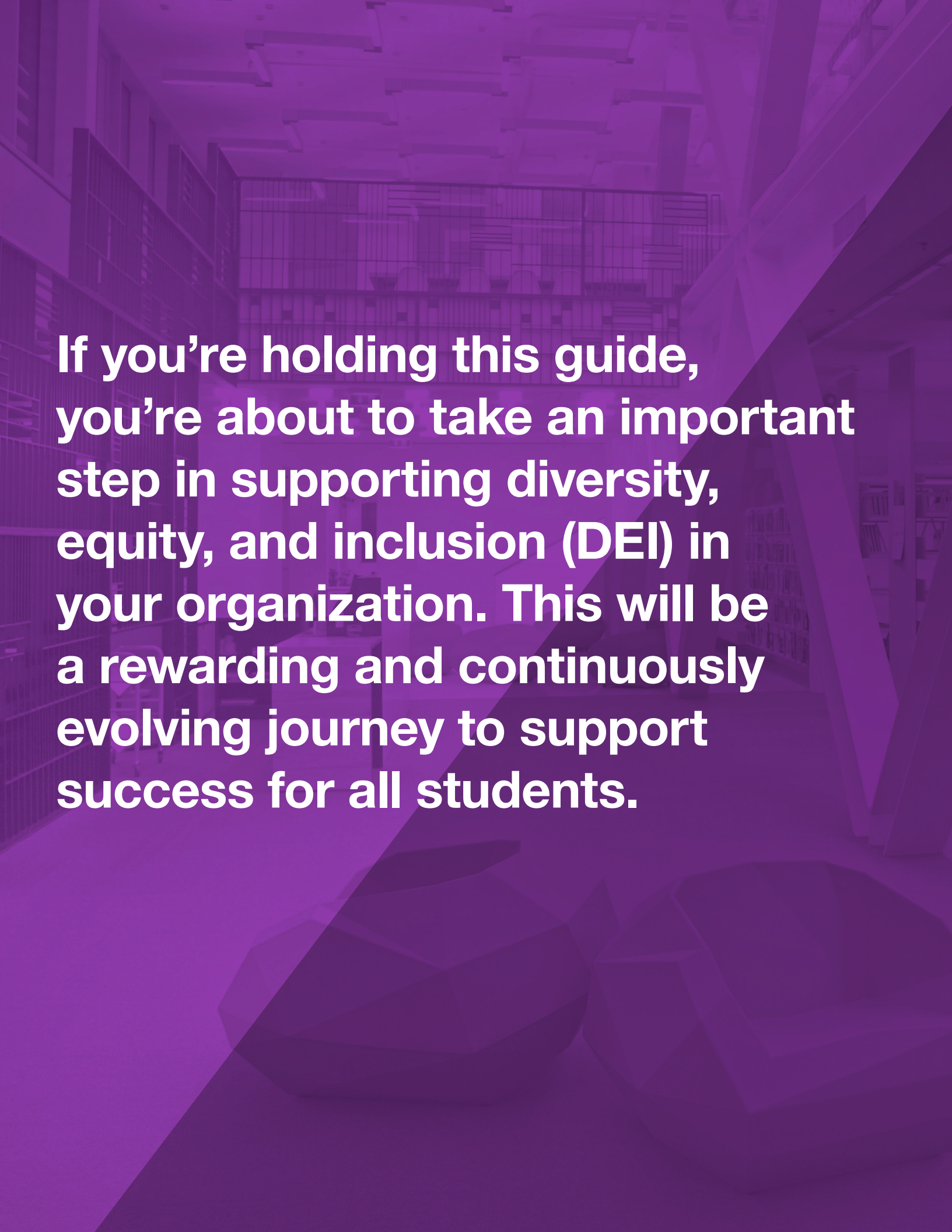In Schools

Quick Start Guide

September 2019

If you're holding this guide, you're about to take an important step in supporting diversity, equity, and inclusion (DEI) in your organization. This will be a rewarding and continuously evolving journey to support success for all students.

Create Equity-Minded Organizations:
A Quick Start Guide for Affiliate Leadership

This Organizational Leadership Quick Start Guide is designed for individuals who work in and on behalf of our state and affiliate offices, including Board Members and Executive Directors, as well as individuals who support major functions, such as Human Resources, Finance, Communications & Branding, and Advancement.

To get started:

1. Read This Entire Quick Start Guide

Take 10 minutes to read this helpful Quick Start Guide to familiarize yourself with the journey of diversity, equity, and inclusion at CIS; understand how to plot your organization on a diversity, equity, and inclusion developmental Stakeholder Commitment Continuum; familiarize yourself with the Organizational Self-Assessment Survey; and review a high-level summary of the Resource Guide. All together, this document will provide a solid foundation to understand the journey we are all sharing together.

2. Conduct the Stakeholder Commitment Continuum Organizational Assessment

a. This survey will help stakeholders at your organization place themselves on a diversity, equity, and inclusion Stakeholder Commitment Continuum. Once you understand where your organization falls on the Continuum, you will use the Diversity, Equity, and Inclusion Resource Guide to advance your organization along the Continuum.

b. Instructions for completing the assessment are contained within the Stakeholder Commitment Continuum Organizational Assessment; however, organizations in the CIS network should decide how they wish to administer this assessment based on their knowledge of their local context.

3. Plot Your Organization, Functions, and Individuals on the Stakeholder Commitment Continuum

a. The Stakeholder Commitment Continuum has five levels: Awareness, Understanding, Adoption, Ownership & Promotion, and Innovation. After completing the Organizational Assessment, you will understand where your Board, Leadership, and organizational functions fall within the Continuum.

b. One individual may serve multiple functions in an organization. For example, someone in your organization may serve as both an Advancement and Branding & Communications professional. It is therefore possible for one person to occupy multiple categories in the Continuum, based on his or her knowledge of diversity, equity, and inclusion in the various functions that they cover. That individual will have multiple resources at his or her fingertips, wherever they fall in their journey to incorporate diversity, equity, and inclusion concepts into their practice.

c. It is also likely that the functional divisions within your organization will fall into a variety of positions on the Continuum. Your organization's Board may be at the level of Awareness, while your Human Resources function may be well into Adoption. The Resource Guide, housed on the National Resource Center, is designed to meet everyone where they're at, no matter where they're starting.

4. Explore the Resource Guide

a. All staff and stakeholders in your organization should select the chapter that corresponds to their place on the Continuum. Each chapter represents the five categories in the Continuum (Awareness, Understanding, Adoption, Ownership & Promotion, and Innovation).

b. The beginning of each chapter contains a section called "All Staff and Stakeholders." After completing the readings in that section, stakeholders can read the materials under "Create Equity-Minded Organizations" and move to the subsection designed for their functional area(s) as appropriate. For example, there are often sections with further readings related to specific functions, such as Board functions, Human Resources, Finance, and more.

These four actions will set you up for taking the next steps on your diversity, equity, and inclusion journey!

Cultivate Equity with Students and Families:
A Quick Start Guide for Student Supports Staff

This Student Supports Staff Quick Start Guide is designed for Program Directors, Site Coordinators, and Volunteers.

To get started:

1. Read This Entire Quick Start Guide

Take 10 minutes to read the Introduction to the Resource Guide to familiarize yourself with the journey of diversity, equity, and inclusion at CIS, understand how to plot your organization on a diversity, equity, and inclusion developmental Stakeholder Commitment Continuum, familiarize yourself with the Organizational Self-Assessment Survey, and review a high-level summary of the Resource Guide. All together, this Introduction will provide a solid foundation to understand the journey you are about to take.

2. Participate in Your Affiliate's Organizational Self-Assessment

a. This survey will help stakeholders at your organization place themselves on a diversity, equity, and inclusion Stakeholder Commitment Continuum. Once you understand where your organization falls on the Continuum, you will use the diversity, equity, and inclusion Resource Guide to advance your organization along the Continuum.

b. Instructions for completing the assessment are contained within the Stakeholder Commitment Continuum Organizational Assessment, however, organizations in the CIS network should decide how they wish to administer this assessment based on their knowledge of their local context.

3. Plot Your Organization, Functions, and Individuals on the Stakeholder Commitment Continuum

a. The Stakeholder Commitment Continuum has five levels: Awareness, Understanding, Adoption, Ownership & Promotion, and Innovation. After completing the Organizational Assessment, you will understand where you and other members of your organization fall within the Continuum.

b. It is likely that the stakeholders within your organization will fall into a variety of positions on the Continuum. Your organization's Board may be at the level of Awareness, while your Site Coordinators may be well into Adoption. The Resource Guide, housed on the National Resource Center, is designed to meet everyone where they are, no matter where they're starting.

4. Explore the Resource Guide

a. All staff and stakeholders in your organization should select the chapter that corresponds to their place on the Continuum. Each chapter represents the five categories in the Continuum (Awareness, Understanding, Adoption, Ownership & Promotion, and Innovation).

b. The beginning of each chapter contains a section called "All Staff and Stakeholders." After completing the readings in that section, stakeholders can read the materials under "Cultivate Equity with Students and Families."

These four actions will set you up for taking the next steps on your diversity, equity, and inclusion journey!

Diversity, Equity, and Inclusion
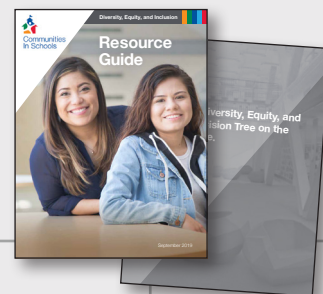## Decision Tree

1. Read the
Quick Start Guide

2. Take the
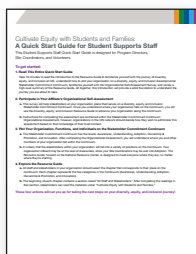# Stakeholder Commitment Continuum Assessment

3. Plot Your Organization, Functions, and Individuals on the
Stakeholder Commitment Continuum

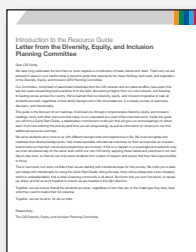**4.** Explore the **Resource Guide**

Awareness

Read the section for
All Staff and Stakeholders

→ Pick One

Create Equity-Minded Organizations

Cultivate Equity with Students and Families

→ Tools for Board Members

→ Tools for Leadership

→ Tools for Human Resources

→ Tools for Finance/ Resource Development

→ Tools for Site Coordinators

Understanding

Read the section for
All Staff and Stakeholders

→ Pick One

Create Equity-Minded Organizations

Cultivate Equity with Students and Families

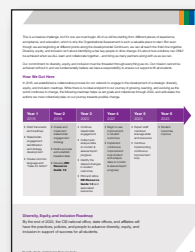→ Tools for Board/ Leadership

→ Tools for Human Resources

→ Tools for Finance/ Resource Development
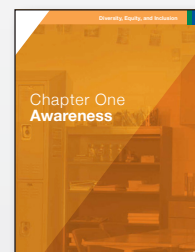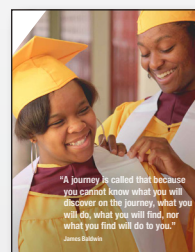
Adoption

Read the section for

All Staff and Stakeholders

➤ Pick One

➤ Create Equity-Minded Organizations ➤ Cultivate Equity with Students and Families

➤ Tools for Board Members

➤ Tools for Leadership

➤ Tools for Human Resources

➤ Tools for Finance/ Resource Development

Ownership & Promotion

Read the section for
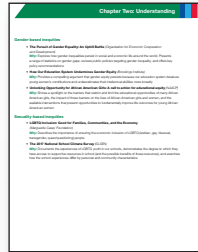
All Staff and Stakeholders

➤ Pick One

➤ Create Equity-Minded Organizations ➤ Cultivate Equity with Students and Families
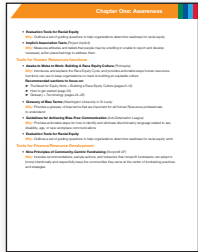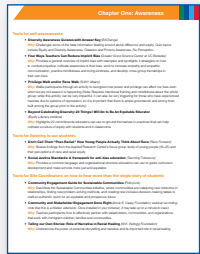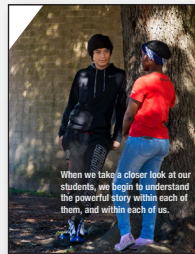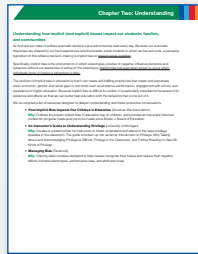

➤ Tools for Board/ Leadership

➤ Tools for Human Resources

Innovation

Read the section for

All Staff and Stakeholders

We can better engage with our students and help others understand what's needed to help students succeed.

➤ Pick One

➤ Create Equity-Minded Organizations ➤ Cultivate Equity with Students and Families

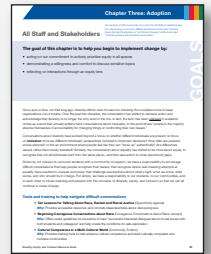➤ Tools for Board/ Leadership

➤ Tools for Human Resources

Review the Diversity, Equity, and Inclusion Decision Tree on this fold-out page.

Introduction to the Resource Guide
Letter from the Diversity, Equity, and Inclusion Planning Committee

Dear CIS Family,

We have long celebrated the fact that our work requires a combination of head, hands and heart. That's why we are pleased to place in your hands today a resource guide that represents the deep thinking, hard work, and inspiration of the Diversity, Equity, and Inclusion (DEI) Planning Committee.

Our Committee, comprised of passionate individuals from the CIS network and our national office, have spent the last two years researching best practices from the field, discovering insights from our own network, and listening to leading voices across the country. We've learned that our diversity, equity, and inclusion imperative to help all students succeed, regardless of their family background or life circumstances, is a steady journey of openness, discovery, and intentionality.

This guide is the first part of our roadmap. It will lead you through comprehensive diversity, equity, and inclusion readings, tools, and other resources that many of you requested as a part of this important work. Inside the guide you will find a Quick Start Guide, a stakeholder commitment continuum that will give you some bearings on where each of you are entering this journey (and how you are progressing), as well as information on where you can find additional resources and help.

We serve students who come to us with different backgrounds and experiences in life. We must recognize and celebrate their diverse backgrounds, help create equitable educational outcomes for them and provide an inclusive environment so that their voices and perspectives are honored. If this is to happen in a meaningful and authentic way, we must simultaneously do the same work within our own CIS family, applying these values and practices in our own day-to-day work, so that we can truly serve students from a place of respect and ensure that they have opportunities to thrive.

This is hard work, but we're confident that we are starting with intentional steps for this journey. We invite you to take your steps with intentionality by using the Quick Start Guide. Along the way, there will be delays and a few missteps, which is understandable; that is what a learning community is all about. But know that you won't be alone, so speak up, share, and let us work together to ensure we are headed in the right direction.

Together, we can ensure that all the students we serve, regardless of who they are or the challenges they face, have what they need to realize their full potential.

Together, we can be all in, for all our kids!

Respectfully,

The CIS Diversity, Equity, and Inclusion Planning Committee

Meet the CIS Diversity, Equity & Inclusion
PLANNING COMMITTEE

AMBER ROWE MOSLEY
CIS Federal Way, Washington
Coordinator, School Outreach

ARTRELLA COHN
CIS of Kalamazoo, Michigan
*Senior Director, Community
Engagement & Student Investment*

AISHA BELL
CIS of Chicago
*Director, Integrated
Student Supports*

BRITTANY PRICE
CIS of Central Ohio
Site Coordinator

SUSAN NAIMARK
Interaction Institute for
Social Change
*Diversity, Equity &
Inclusion Consultant*

CYNTHIA PARKER
Interaction Institute for
Social Change
*Diversity, Equity &
Inclusion Consultant*

MIKAYLA LYTTON
Interaction Institute for
Social Change
*Diversity, Equity &
Inclusion Consultant*

LAURA MEYER
CIS of Nevada
Director of Grants & Program Support

CORRINE CLEMENT
Las Vegas, NV
Diversity, Equity & Inclusion Consultant

PETER WUENSCHEL
CIS of Bay Area, Texas
Executive Director

CATHERINE ESTEVEZ
CIS of Virginia
*Assistant Director, Training
and Network Operations*

SHARON VIGIL
CIS of Central Texas
Chief Operations Officer

CECILIA LEE
CIS of Houston
Special Initiatives Manager

HOPE SINCLAIR
CIS of Hampton Roads, Virginia
Executive Director

NORMA ZAHORY
National Office, Arlington
Coordinator, Constituent Management

DAWN GODAIRE
National Office, Arlington
*Vice President, Human Capital
and Office Administration*

ERICA VEVURKA
National Office, Arlington
Principal, Stakeholder Engagement

EARNESTINE PETERSON
National Office, Arlington
Systems Manager, Learning & Development

STEVEN McCULLOUGH
National Office, Arlington
Chief Operating Officer

SARAD DAVENPORT
National Office, Arlington
*Senior Program Manager,
Learning & Practice*

ELIZABETH MEIJA
National Office, Arlington
Principal, Organizational Health and Performance

MASSA GONGBAY
National Office, Arlington
*Coordinator, Organizational Strategy
& Effectiveness (DEI)*

MEGAN GRIMALDI
National Office, Arlington
*Principal, Organizational Strategy
& Effectiveness (DEI)*

Acknowledgments

Communities In Schools would like to acknowledge the members of the Diversity, Equity, and Inclusion Planning Committee who have tirelessly worked as a collaborative team to develop the diversity, equity, and inclusion Resource Guide since 2018. The group is made up of dedicated members of the CIS family from 10 different states and the National Office. They represent a variety of functional roles, including Site Coordinators, Program Directors, Executive Directors, and Chief Operating Officers, and are experienced in Integrated Student Supports, School Outreach, Community Engagement, Organizational Strategy, Human Resources, Learning and Practice, Training and Compliance, and more. The work they have done for the last 20 months will pave the way for a legacy of equitable student outcomes for generations to come.

Executive Leadership

Communities In Schools and, in particular, the members of the Diversity, Equity, and Inclusion Planning Committee, would like to extend sincere appreciation for the leadership of Elaine Wynn and Dale Erquiaga. Their support was instrumental in getting us to the point where we can stand up as one to say, "We are committed to being a more diverse, equitable, and inclusive organization." We look forward to continuing this journey together.

Diversity, Equity, and Inclusion Design Team

We would also like to acknowledge the CIS Diversity, Equity, and Inclusion (DEI) Design Team, which collaborated from January to July 2018 as a first step on the CIS DEI journey. It consisted of members from across the CIS network who designed a collaborative strategy for creating a DEI plan for the CIS network. They created the language that would become the *Case for Action* to articulate the reasons behind this important work, and they came to agreement on core milestones for the next several years.

Sonji Branch CIS of Memphis	**Megan Grimaldi** CIS National	**Steve Majors** CIS National	**Judy Sanders-Bull** CIS of Charlotte-Mecklenburg
Max Casero CIS of Central Texas	**Tim Johnson** Family Connection- Communities In Schools of Athens	**Steven McCullough** CIS National	**Amanda Schroeder** CIS Gulf South
Catherine Estevez CIS of Virginia		**Elizabeth Mejia** CIS National	**Brittany Tigner** CIS of Atlanta
Dawn Godaire CIS National	**Carol Lewis** CIS of Georgia	**Earnestine Peterson** CIS National	**Sharon Vigil** CIS of Central Texas

The Interaction Institute for Social Change

Communities In Schools would also like to acknowledge the tireless efforts and enthusiastic support of the Interaction Institute for Social Change. Over the course of the previous two years, the depth of knowledge, thoughtful insight, and mindful leadership of Cynthia Silva Parker, Susan Naimark, and Mikayla Lytton have been invaluable to our organization. Without their help, this toolkit would not have been possible.

Corrine Clement, Vice President of Culture & Community, Wynn Resorts

Communities In Schools is also deeply indebted to the support of Corrine Clement of Wynn Resorts. The CIS network has made great strides in moving the DEI imperative forward through Corrine's creativity, energy, and honesty.

Introduction:
Why DEI? Why Now? Why You?

Why Diversity, Equity, and Inclusion Is Now a Communities In Schools Imperative

As you know, equity has always been one of the founding principles of our work – for more than 40 years, we have joined together to fulfill a common vision to give every student, in every grade, in every school, in every area of the country, an equal opportunity to learn, thrive, and succeed no matter what cultural, economic, or societal barriers stand in their way.

We have made great progress as an organization, but we are learning from research and benchmarking that formalizing our commitment to diversity, equity, and inclusion can support us to accomplish even more for students and in faster time.

Recent research in the field of diversity, equity, and inclusion has shed a light on the barriers to student equity, not just being about the socio and economic challenges we are all too familiar with, but also their significant tie to our own unconscious biases and the racial lens we use to view these challenges.

When we personally raise our own level of awareness around our biases and learn more about things such as institutionalized racism, we naturally become more creative and inclusive about how to solve systemic problems in education. And when that happens, we finally have the possibility to eradicate these barriers once and for all instead of just chipping away at them year after year.

That's why we are taking on the work of DEI now and why it's so important for all of us to join in it together.

There are so many in our network out there doing innovative things that are creating positive change, and other affiliates who have learned valuable lessons from mistakes and missteps that would help others avoid the same obstacles, but until now we haven't established a way to gather, measure, and share these best practices amongst each other.

CIS National can now help gather data and best practice learning, facilitate training, support programs and initiatives, and drive policy changes that not only give the work of DEI strength in numbers, but provide resources for you to seek support and guidance to drive change on the ground in your own community. By being more inclusive with each other moving forward, together we can create more inclusive environments and outcomes for our students.

To accomplish this, it won't take just some of us – it's going to take ALL of us. And it starts with you. You should use this Resource Guide to learn definitions of DEI-related words and concepts. Educate yourself about micro-aggressions and unconscious and implicit bias. Our students experience systemic and structural barriers daily, such as institutionalized racism, classism, sexism, ableism, ageism, and homophobia (to name a few). Make a commitment to understand what all of the current buzzword "-isms" truly mean and the impact they have on outcomes.

Once you've raised your individual consciousness, then consider the role you play within this organization. How can this awakening of new thoughts and ideas inform you to better perform your role? Bigger than that – how can this knowledge support you to change the systems we are all operating within our organization?

This is a massive challenge, but it's one we must begin. All of us will be starting from different places of experience, acceptance, and education, which is why the Organizational Assessment is such a valuable place to start. But even though we are beginning at different points along the developmental Continuum, we can all reach the finish line together. Diversity, equity, and inclusion isn't about identifying a few key people to drive change. It's about how solutions can ONLY be achieved when we ALL learn and collaborate together…and bring as many partners along with us as we can.

Our commitment to diversity, equity, and inclusion must be threaded through everything we do. Our mission cannot be achieved without it, and we fundamentally believe we have a responsibility to ensure our supports lift all students.

How We Got Here

In 2018, we established a collaborative process for our network to engage in the development of a strategic diversity, equity, and inclusion roadmap. While there is no ideal endpoint to our journey of growing, learning, and evolving as the world continues to change, the following roadmap helps us set goals and milestones through 2022, and articulates the actions we must collectively take on our journey towards positive change.

Year 1 2018	Year 2 2019	Year 3 2020	Year 4 2021	Year 5 2022	Year 6 2023
• Draft framework and roadmap • Stakeholder engagement identification and strategy development • Create common language and "Case for Action"	• Create and implement stakeholder engagement strategy • Define success and establish baseline data • Develop **DEI Resource Guide 1.0**	• Continue stakeholder engagement • Collect and analyze data to monitor & assess/report progress • Identify the desired changes in student outcomes • Pilot and refine **DEI Resource Guide 1.0** and associated resources	• Begin to see improvement in student outcomes • Implement continuous improvement loop (Collect and analyze data to monitor & assess/report progress)	• Expert staff members leverage skills and resources • Continue implementing continuous improvement loop	• Student outcomes improve

Diversity, Equity, and Inclusion Roadmap

By the end of 2022, the CIS national office, state offices, and affiliates will have the practices, policies, and people to advance diversity, equity, and inclusion in support of success for all students.

The Case for Action:
The Time Is Now

All of our expressions of our work, our leadership, and our messages need to continually remind the world not just of our own commitment to diversity, equity, and inclusion, but of the collective and interconnected reasons we are committed to progress and the more equitable world we're working to create.

From systemic opportunity gaps and harsher punishments for students of color and students with disabilities to cyclical income inequality, we understand the challenges that our students and families face, and we believe in the power of diversity, equity, and inclusion to make a positive and lasting impact:

For **our students**, a focus on diversity, equity, and inclusion means increasing educational opportunities, enhancing student outcomes, reducing exclusionary discipline practices, and fostering feelings of safety and connectedness;

For **our organizations**, prioritizing diversity, equity, and inclusion means creating a diverse workforce, fostering a climate of inclusion, and shaping business practices and policies that promote equity to reduce employee turnover, improve decision-making, and incentivize creativity and fresh thinking;

For **our communities**, elevating diversity, equity, and inclusion in the ways we partner with stakeholders, including parents, community leaders, educators, policymakers, business leaders, and faith-based organizations, means bringing people together to find innovative solutions that collectively address issues like systemic poverty and other barriers to equity.

Together, we are helping to make more space for diversity, equity, and inclusion to be a key part of all youth-focused efforts that create community-level and national impact. Together, we are helping to create a more just society – one that truly surrounds all students with a community of support and tears down barriers to success.

## What do we mean when we talk about Diversity, Equity, and Inclusion?

Our journey to becoming an organization that truly reflects the diversity of our communities and celebrates the strength of our differences to create a more just and equitable world for all students starts with understanding what we mean when talk about diversity, equity, and inclusion. Throughout this guide, you'll see us use the acronym "DEI," but we should always be thinking about the very different and interconnected concepts each of those letters refers to.

Diversity includes all of the similarities and differences among people, not limited to gender, gender identity, ethnicity, race, native or indigenous origin, age, generation, sexual orientation, culture, religion, belief system, marital status, parental status, socioeconomic status, appearance, language, accent, ability status, mental health, education, geography, nationality, work style, work experience, job role function, thinking style, personality type, physical appearance, and political perspective or affiliation. A person is not diverse—they are a unique, individual unit. Diversity is about a collective or a group and can only exist in relationship to others.

Equality   Equity
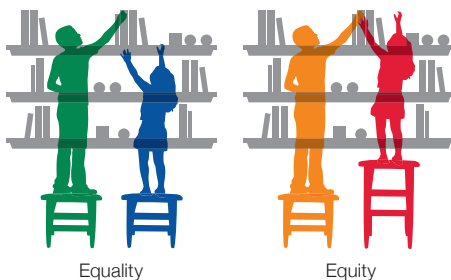
Equity recognizes and addresses power dynamics by making sure that everyone has equal access to the same opportunities. Equity takes into account that people have different access to resources because of systems of oppression and privilege, and seeks to balance those disparities. Tackling equity issues requires an understanding of the root causes of outcome disparities within our society.

Exclusion   Integration   Inclusion
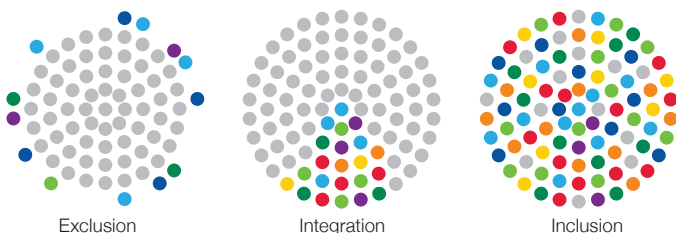
Inclusion is celebrating, valuing, and amplifying perspectives, voices, and values that have been disadvantaged and/or marginalized.

An inclusive environment creates equitable access to resources and opportunities for all, and helps individuals and groups feel safe, respected, engaged, and valued for who they are and for their contributions to community and society.

Executing on Our Roadmap:
Using the Stakeholder Commitment Continuum

The steps in the roadmap below require us to use best-in-class resources, which is how the Resource Guide was inspired into existence. It will also take an understanding and appreciation that each affiliate within the network will likely begin this journey at a different stage of integrating DEI into their organizational policies, programs, and practices. Within CIS, some members of the network are just getting started while others have been actively engaged in diversity, equity, and inclusion for years.

To account for these varying stages of program integration and student support, the CIS Planning Committee developed the Diversity, Equity, and Inclusion Stakeholder Commitment Continuum.

The Stakeholder Commitment Continuum

The Diversity, Equity, and Inclusion Stakeholder Commitment Continuum has five levels as outlined below:
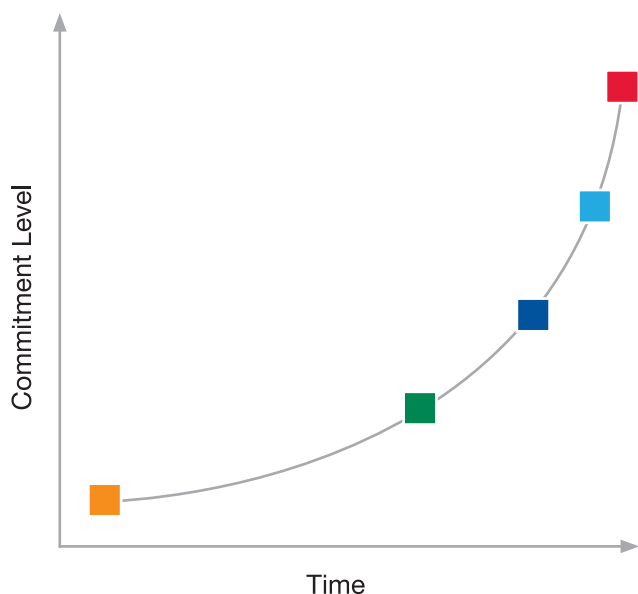
Innovation

Stakeholders make the change their own and create unique ways to use and improve.

Ownership & Promotion

Stakeholders consider the change the new status quo and understand the benefits.

Adoption

Stakeholders are willing to implement the change.

Understanding

Stakeholders understand the impacts of the change to the organization and their role.

Awareness

Stakeholders are aware of basic scope and concepts of the change.

The Continuum contains relevant knowledge areas and actions for All Staff and Stakeholders, as well as individual benchmarks for:

Executives and Senior Leadership

Board Members

Human Resources Staff Members

Advancement and Development Staff

Program Directors

Branding Communications and Community Engagement Staff Members

Site Coordinators

Volunteers

See the Diversity, Equity, and Inclusion Stakeholder Commitment Continuum pullout on the following pages to learn more about key information and concepts at each stage in the Continuum.

Stakeholder Commitment Continuum

CIS Family: All Staff and Stakeholders

	Awareness	Understanding
	of key infomation & concepts	the impacts of the change to the organization & their role
CIS Family Members • Leadership & Staff of Affiliates, State Offices, and CIS National • Students, Alumni, Families • Students, Alumni, Families	• Systemic barriers and its manifestations in CIS, in other institutions, and education at large • Intersectionality & links between different barriers to equity, including "-isms," phobias, and systems of oppression • The influence of policy (local, state, and federal) on equity • The history of diversity, equity, and inclusion efforts in the school and neighborhood/community • The impact that individual cultural backgrounds and biases (conscious or unconscious), as well as power dynamics and privilege, have on our ability to serve students, families, and communities • The CIS DEI Imperative and the Case for Action	• CIS' shared vision and the links between diversity, equity, inclusion, and CIS's mission • CIS-specific data regarding educational outcomes, by race, class, gender, sexuality, and ability • Research & peer examples of policies & practices that are relevant to their roles that advance diversity, equity, and inclusion • Ways to engage and center youth, family, and community voices in advocating for educational equity

Creating Equity-Minded Organizations: Executives, Board Members, and Human Resources Staff Members

	Awareness	Understanding
	of key infomation & concepts	the impacts of the change to the organization & their role
Executives & Senior Leadership	• See "CIS Family" above • How unconscious bias impacts leaders' ability to make equitable decisions • How barriers to equity, including "-isms," phobias, and systems of oppression show up in the workplace	• Ways to partner & leverage policies (federal, state, local, and district) to support more equitable student outcomes & more community engagement • How to disaggregate organizational, employee, and district data & use data to inform decision making • Write grant proposals & public communications that communicate effectively about diversity, equity, and inclusion • Shifts in culture and/or demographics that impact how the organization serves the community

Diversity, Equity, and Inclusion Quick Start Guide

Adoption	Ownership & Promotion	Innovation
being willing to implement change	consider the change the new status quo & understand the benefits	make the change their own & create unique ways to use & improve
• Act on our commitment to actively prioritize equity in all spaces • Demonstrate a willingness & comfort discussing sensitive topics • Reflect on interactions through an equity lens • See resources from the Southern Poverty Law Center's Teaching Tolerance program (centered on identity, diversity, justice, and action)	• Champion efforts to focus on diversity, equity, and inclusion; mobilize stakeholders to move through the commitment continuum • Recognize, intervene, and repair microaggressions • Address problematic behavior in the moment • Navigating the school and district context to model advocacy & communication skills and influence leadership	• Create and/or share unique ways to assist each other in using and improving diversity, equity, and inclusion practices and strategies

Adoption	Ownership & Promotion	Innovation
being willing to implement change	consider the change the new status quo & understand the benefits	make the change their own & create unique ways to use & improve
• Assess/audit & facilitate change as needed to organizational culture, systems, and practices with a focus on diversity, equity, and inclusion • Integrate diversity, equity, and inclusion as core considerations for ongoing strategic & operational planning • Facilitate ongoing dialogue and reflection on practice with stakeholders	• Actively work to continuously assess and facilitate change in practice and knowledge with the network and community partners	• Commit to continuously seek & implement innovative practices that will advance DEI goals and principles within the network • Work as thought leaders and partners at the forefront of this work

Stakeholder Commitment Continuum

Creating Equity-Minded Organizations: Executives, Board Members, and Human Resources Staff Members (Continued)

	Awareness	**Understanding**
	of key infomation & concepts	the impacts of the change to the organization & their role
Board Members	• See "CIS Family" above • How different barriers to equity (including "-isms," phobias, and systems of oppression) manifest in Board Operations	• How to disaggregate organizational data & using data to inform decision making • Shifts in culture and/or demographics that impacts how the organization serves the community • Ways to apply diversity, equity, and inclusion principles and practices relative to Board functions
Human Resources	• See "CIS Family" above • How different barriers to equity (including "-isms," phobias, and systems of oppression) manifest in Human Resources functions • How Personnel Policies can create systemic barriers for staff • The impact that biases (conscious or unconscious), as well as power dynamics and privilege, have on organizational culture	• How to disaggregate organizational & employee data & use data to inform decision making • Ways to apply diversity, equity, and inclusion principles in recruitment and retention strategies • How to provide ongoing professional development opportunities around diversity, equity, and inclusion
Branding, Communications, and Community Engagement Staff Members	• See "CIS Family" above • How to integrate respectful, empowering, and inclusive DEI language, stories, and practices that avoid tokenism or paternalism • The values around storytelling for diverse communities	• How to include and leverage a diverse base of media outlets and voices that are representative of target communities and audiences • How to incorporate appropriate cultural nuances for various audiences that not only translates but resonates with various communities • How to engage diverse representatives in informing and leading our communications and community engagement efforts
Advancement and Development	• See "CIS Family" above • How to integrate respectful, empowering, and inclusive DEI language, stories, and practices that avoids tokenism or paternalism • The impact of diverse perspectives on philanthropy	• How to incorporate appropriate cultural nuances for various audiences that not only translates but resonates with various communities • How to integrate diverse partners, communities, and philanthropists • How to engage and cultivate diverse representatives in informing and leading our development efforts

Adoption	Ownership & Promotion	Innovation
being willing to implement change	consider the change the new status quo & understand the benefits	make the change their own & create unique ways to use & improve
• Integrate diversity, equity, and inclusion as core considerations for ongoing strategic planning and board development • Assess/audit & facilitate change as needed to organizational policies and practices with a focus on diversity, equity, and inclusion	• Adopt & promote diversity, equity, and inclusion principles in the conversations within their community	• Work as thought leaders and partners at the forefront of this work
• Integrate DEI into every day HR practices. • Assess/audit & facilitate change as needed to HR practices with a focus on diversity, equity, and inclusion	• Continuously inform DEI decisions and promote DEI practices and learning opportunities	• Stay abreast of updates in the field of diversity, equity, and inclusion and bring best practices into the organization
• Integrate diversity, equity, and inclusion as core considerations for ongoing communication and community engagement efforts	• Actively work to continuously assess and integrate current trends and practices around culturally responsive communications	• Commit to continuously seek & implement inclusive practices that will advance DEI goals and principles within our branding and community engagement efforts
• Integrate diversity, equity, and inclusion as core considerations for ongoing community cultivation and fundraising efforts	• Actively work to continuously assess and integrate current trends and practices around culturally responsive philanthropy, fundraising, and development	• Commit to continuously seek & implement inclusive practices that will advance DEI goals and principles within our advancement efforts • Partner with philanthropic leaders to advance the DEI work

Stakeholder Commitment Continuum

Bringing Equity-Mindedness to Our Work with Students and Families:
Program Directors, Site Staff, etc.

	Awareness	Understanding
	of key infomation & concepts	the impacts of the change to the organization & their role
Program Directors	• See "CIS Family" above	• How to disaggregate student & school data & use data to inform decision making • How to assess needs & design programming to address "-isms," phobias, and systems of oppression and continuously update it for shifting demographics
Site Coordinators	• See "CIS Family" above	• How to disaggregate student & school data & use data to inform decision making • Asset-based youth development skills • How to assess needs & design programming to address "-isms," phobias, and systems of oppression and continuously update it for shifting demographics
Volunteers	• See "CIS Family" above	• Asset-based youth development skills • CIS-specific data regarding educational outcomes, by race, class, gender, sexuality, ability

Adoption	Ownership & Promotion	Innovation
being willing to implement change	consider the change the new status quo & understand the benefits	make the change their own & create unique ways to use & improve
• Facilitate ongoing dialogue & reflection on practice with stakeholders about diversity, equity, and inclusion • Partner with existing Diversity, Equity, and Inclusion teams/departments to build shared understandings and goals • Assess/audit & facilitate change as needed to organizational culture, systems, and practices with a focus on diversity, equity, and inclusion • Vet, train, and promote diverse volunteers in principles aligned with diversity, equity, and inclusion and supervise/provide feedback as appropriate	• Promote diversity, equity, and inclusion by widely sharing the benefits with colleagues and openly asking constructive questions to move schools toward fully integrating diversity, equity, and inclusion principles	• Be at the forefront of the community in engaging with stakeholders around this work
• Facilitate ongoing dialogue & reflection on practice with stakeholders about diversity, equity, and inclusion • Partner with existing Diversity, Equity, and Inclusion teams/departments to build shared understandings and goals • Vet, train, and promote diverse volunteers in principles aligned with diversity, equity, and inclusion and supervise/provide feedback as appropriate	• Promote diversity, equity, and inclusion by widely sharing the benefits with colleagues and openly asking constructive questions to move schools toward fully integrating diversity, equity, and inclusion principles • Leverage programming and practices to train students and families in promoting and advocating for the work of diversity, equity, and inclusion	• Be at the forefront of the community in engaging with stakeholders around this work • Lead school-wide efforts to celebrate student diversity and contributions to the community
• Align with the language and principles used by the CIS network to serve our diverse student population		

The Resource Guide:
An Executive Summary

The DEI Resource Guide was designed to provide a foundation of understanding of the work of DEI within CIS. It was created as a result of over a year's worth of research conducted by a team of more than two dozen individuals representing diverse voices from throughout the CIS network. The result is a set of thoroughly vetted, evidence-based best practices, tools, and resources to assist you on your DEI journey.

The Guide consists of six sections. Following an introductory chapter that includes a summary narrative and links to stories and research, it is then broken into five sections that parallel the Stakeholder Commitment Continuum. The chapters are:

- Chapter One: **Awareness**
- Chapter Two: **Understanding**
- Chapter Three: **Adoption**
- Chapter Four: **Ownership & Promotion**
- Chapter Five: **Innovation**

How to Use the Resource Guide

After following the directions in the Quick Start Guide, everyone within your organization should be prepared to place themselves on the Stakeholder Commitment Continuum and explore the corresponding portion of the Resource Guide.

Each chapter is organized with a narrative introduction, which is labeled for "All Staff and Stakeholders." After reading this section, the user will advance to one of two sub-sections within the chapter:

- **Organizational Leaders will move to the sub-section entitled "Create Equity-Minded Organizations"**
- **Student Supports Staff will move to the sub-section entitled "Cultivate Equity with Students and Families"**

Under each of these subsections are resources that will support specific functional groups. For affiliate and functional leaders, they will find categories such as:

- Tools for Board Functions
- Tools for Leadership Functions
- Tools for Human Resources Functions
- Tools for Finance/Resource Development

Subsections for Student Support Teams are more broad, offering tools for taking self-assessments, supporting students with training and curriculum, and resources for implementing system change in core areas. You'll also explore how to design your work, amplify student voices, engage families, and identify community partners.

The following is an example of how an Affiliate Leader would use the Resource Guide. Let's say you are a Board Member who discovered the Board is currently performing in the "Understanding" level of the Continuum. You and your Board Members will first read "Preparing for the Journey," then you will move to "Chapter Two: Understanding." After reading the intro narrative prepared for "All Staff and Stakeholders," you will then read "Tools for Board Functions."

You will note that not every chapter has a specific resource section for each functional division. The Resource Guide that rolls out at Town Hall 2019 is version 1.0. Version 2.0 will be released at Town Hall 2020 and will contain expanded sections and guidance for all functional areas. Just as the work of DEI is a continual process, the CIS DEI Resource Guide will be a continual work in progress. This is the first step in a collaborative journey, with more resources, tools, and supports to come.

Chapter One: Awareness

This chapter begins with tools for how to self-identify the biases that often lead to subconscious actions of stereotyping, prejudice, and ultimately, discrimination. You'll become more aware of implicit biases that may be dictating behaviors and you'll find links to "Project Implicit" – tests that will raise your awareness of biases you may not realize you're exhibiting in your everyday life.

Some of the resources you will find include articles on:
- How to Stop the Racist In You
- Building a Race Equity Culture
- The Pursuit of Gender Equality: An Uphill Battle
- LGBTQ Inclusion: Good for Families, Communities, and the Economy

Chapter Two: Understanding

The focus of this chapter is on connecting the dots between DEI, the work we do, and the impact we create with children and families. Specifically, you'll find narratives and insights into:
- Tools and Resources for Using Research and Data
- How to Advocate and Train Advocates
- Understanding the History of Systemic Barriers and How They Show Up in Education
- Understanding the Influence of Policy on Equity
- Understanding the Challenges of Special Education for Students of Color

You'll also take a dive into exploring systemic barriers that produce inequities for our students along specific dimensions of diversity as they relate to:
- Race-based Inequities
- Gender-based Inequities
- Inequities Based on LBTQ+ Orientation

Chapter Three: Adoption

A significant focus of Chapter Three is on the tools and training needed to navigate difficult conversations. Talking about race and equity can ruffle some feathers, so you'll find plenty of tools for championing DEI within your workplace and with your affiliate partners. You will also discover useful guidelines to have successful interracial dialogues with both students and colleagues.

Chapter Four: Ownership & Promotion

The Ownership chapter takes preparing for difficult conversations to a new level by providing guidance for how to move from conversation to action. Everyone enters the journey of DEI with different levels of comfort, knowledge, and ability to translate concepts into action, but as we move up the development Continuum, we all become DEI champions equipped with the tools to mobilize others. We shift our role from "doing to" to "doing for" to "doing with."

The resources in this chapter will help you lead conversations with stakeholders, but more than that, will support you to facilitate difficult conversations with groups and partners outside your organization.

Chapter Five: Innovation

The resources in this final chapter are designed to help you consider new ways of evolving how you bring DEI into our mission. For example, one article in this series spotlights experiments, projects, and initiatives that show how funders and granters are working across disciplines to build communities and achieve significant and lasting progress. Other links spotlight tools and resources for facilitating community-wide dialogue to brainstorm ways to create positive change.

Before You Get Started

As you've seen, the journey of DEI for CIS began with the creation of a roadmap. The metaphor of a roadmap might imply a straight line from one destination to another. In fact, we are on a journey together that will have twists and turns, that will sometimes be easy and joyful, and other times challenging. Embracing diversity, equity, and inclusion is hard work that requires clear hearts and minds. We never want to do harm, so we encourage you to keep a few core concepts in mind as you proceed through this journey, using the Resource Guide as a tool:

- **Be mindful** of words and actions that may cause unintended harm
- **Be intentional** as you create environments for people to build relationships, learn, and grow together
- **Be careful** as you map out your process and envision next steps

The Resource Guide contains a wealth of information to help you implement DEI policies, programs, and practices in your organization with mindfulness, intentionality, and care. It is a large collection of wisdom because there is much to learn. Remember, there will always be next steps, because this is a journey where you will never *arrive*. There will always be more to learn, share, and do—together.

Where to Go for Help

Should you require additional support, DEI at the National Office is always accessible to you. Please email us at **diversityequityinclusion@cisnet.org**

Communities In Schools