Moderator:  **Tanya Odom**, Global Diversity and Inclusion Education Consultant and Executive Coach

Panelists:  **Daryl Samuel**, Director of Human Resources and Administration at New York Lawyers for the Public Interest (NYLPI)

**Robyne Walker Murphy**, Executive Director at Groundswell

**Agenda**

10:00 AM – 10:05 AM  Welcome

10:05 AM – 10:25 AM  Moderator and Panelist Remarks

10:25 AM – 11:20 AM  Panel Discussion and Useful Tools & Resources

11:20 AM – 11:50 AM  Q & A

11:50 AM – 12:00 PM  Closing Remarks

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*The Pathways to Excellence workshop series is an outgrowth of The New York Community Trust Nonprofit Excellence Awards Program, managed by the Nonprofit Coordinating Committee of New York in collaboration with The Trust and Philanthropy New York with media sponsor WNYC.*
Organizational Profile

New York Lawyers for the Public Interest (NYLPI)
2010 Bronze Prize Winner for Management Excellence

For 40 years, New York Lawyers for the Public Interest has been a leading civil rights advocate for the most vulnerable New Yorkers, harnessing the power within communities and the private bar to achieve justice and equality. NYLPI works towards a New York where all people can thrive in their communities, with quality healthcare and housing, safe jobs, good schools, and healthy neighborhoods. Our community-driven approach powers our commitments to civil rights and to health, disability, immigrant, and environmental justice. NYLPI seeks lasting change through legal representation, community organizing, policy advocacy, pro bono service, public education, and litigation.

Millions of New Yorkers face overwhelming obstacles shaped by poverty, immigration status, race, and disabilities. The need has never been greater to protect the dignity and civil rights of these groups.

Examples of Excellence Identified by the 2010 Selection Committee:

- In touch with constituents’ needs and restructured organization to deliver maximum service
- Acutely aware of issues from Americans with Disabilities Act
- Has kept abreast of legal markets and their effect on the organization and the lives of New Yorkers
- Continual focus on efficacy of programs, e.g., reorganized intake systems, clarified case selection criteria and process, created new fact sheets to empower clients, and developed a sign language video
- Proactively reaches out to its clients; each team tries to understand each client’s goal, and staff have the autonomy to make decisions. Goal is to enable clients to communicate their issues in a way that will result in change
- Jointly litigates with pro bono partners; collaborates with community organizations to advocate for legislative change in order to close loopholes in state laws; legal model evolved from relying on pro bono counsel to taking the lead on campaigns
**ORGANIZATIONAL PROFILE**

**Groundswell**  
**2015 Finalist**

Groundswell brings together artists, youth, and community organizations through our Scaffold Up! model to use art as a tool for social change, for a more just and equitable world. Our projects beautify neighborhoods, engage youth in societal and personal transformation, and give expression to ideas and perspectives that are underrepresented in the public dialogue.

In 1996, a group of New York City artists, educators, and activists founded Groundswell with the belief that collaborative art-making combines the sanctity of personal expression with the strength of community activism -- and produces unique and powerful outcomes.

Twenty years later, nearly 500 murals have been completed by Groundswell, working with groups of underserved, marginalized, and economically disadvantaged youth and professional artists, in collaboration with more than 300 community-based organizations, neighborhood groups, and government agencies throughout New York City. These compelling artworks demonstrate their enduring belief that art creates community and community creates change.

**Examples of Excellence Identified by the 2015 Selection Committee:**

- Scaffold Up! focused on building leadership of youth
- Employ alumnae of program as artists
- 4C's (creativity, collaboration, critical thinking, and compassion) drive inclusive and responsive practice
  - Reinforced throughout management activities
    - Orientation, professional development sessions, staff meetings and annual retreat
    - Values underpin all programs
- Promotes dialogue with artists, youth and partners around social justice themes
- Youth participants engaged in conversation to determine subject matter for each mural
Strategies for inclusion

Tips from the Workshop Panelists

 New York Lawyers for the Public Interest (NYLPI)

- Be Vocal – Sometimes, we, as leaders and managers, spend so much time talking about our philosophy and practices among ourselves that we forget that we haven’t voiced those thoughts out loud to our staff. Make inclusion a core value and say that you want everyone’s voice to be heard – on your website, in your job ads, and when onboarding. Provide different ways for staff to be heard as not everyone will be comfortable with speaking up in front of their colleagues. We have a suggestion box, which can be used anonymously, or staff can talk to their supervisor, HR, another leadership team member or the Executive Director.

- Make Space - Even small organizations can have a committee that thinks specifically about diversity and inclusion. We often work very hard to attract a diverse staff and then, once they are onboard, forget to nurture the inclusion piece. If you have a diverse group on the committee, you will get a diverse range of opinions about inclusion and what that feels like to them. If you don’t have internal mentors, use board members or colleagues at other organizations to show that each staff has someone out there who is like them. And be patient, trust takes time.

- Ask – Each staff member may need something a little different to feel included. Make asking what else they need be a part of onboarding and every evaluation conversation. We’ve just started a monthly “Lunch with the Executive Director” where the E.D. has lunch with three employees. Over the course of a year, all of our employees will have the opportunity to have the E.D.’s attention to talk about anything that they want to discuss and having three employees go to lunch together takes the pressure off of any one of them.

 Groundswell

- Ask “Why?” Why is this initiative important to your organization’s mission? I (Robyne) could come up with a million reasons, but it is important for you and your staff to be able to articulate it for yourselves. Why is this important beyond “the moment”?

- Anti-Racism Training  Stop! Do not pass “GO”! Get some anti-racism/anti-oppression training for staff and board. Hire professional anti-racism/anti oppression trainers. Microaggressions are real and you may be committing a few in your language and actions. Shout out to my dear friend and colleague, Ama Codjoe, Director of the DreamYard Art Center, for hipping me to this great resource on microaggressions in everyday life. Microaggressions are “subtle insults” aimed at people of color “automatically and unconsciously”. One way I have seen this show up in conversations in our field when people say they would so excited to diversify their program, but they are concerned with their ability to maintain a commitment to how they can still have “high quality” word. I immediately am struck by this sentiment. First I think, “Did they just say that out loud?” And then I wonder why it never occurred to the speaker that they are insinuating that the presence of students of color equals sacrificing quality.

Please, do not expect the people of color in your organization to educate you on race. Do not assume that they can provide you with a reading list of important texts. Some may want to, but don’t make that assumption. The people of color in your organization should be focused on participating in these trainings. We all have things to work through in this thorny road to racial justice. Give them space to do their work.
New York Community Trust Nonprofit Excellence Awards

32 Winning Organizations 2007 - 2016

- America Needs You, 2015 Winner
- BRC, 2015 Winner
- BronxWorks, 2013 Winner
- Center for Urban Community Services, 2007 Winner
- City Harvest, 2011 Winner
- Community Health Action of Staten Island, 2008 Winner
- CSH, 2013 Winner
- Families United for Racial and Economic Equality, 2007 Winner
- God’s Love We Deliver, 2010 Winner
- Good Shepherd Services, 2007 Winner
- Graham Windham, 2014 Winner
- Groundwork, Inc., 2009 Winner
- Harlem Academy, 2011 Winner
- Harlem RBI, 2009 and 2012 Winner
- Ifetayo Cultural Arts, 2008 Winner
- Institute for Family Health, 2008 Winner
- Jewish Board of Family and Children’s Services, 2016 Winner
- Leake & Watts, 2014 Winner
- Neighbors Link, 2016 Winner
- Neighborhood Economic Development Advocacy Project, 2009 Winner
- New York Cares, 2009 Winner
- New York Common Pantry, 2015 Winner
- New York Lawyers for the Public Interest, 2010 Winner
- Open Door Family Medical Centers, 2012 Winner
- Per Scholas, 2016 Winner
- Red Hook Initiative, 2012 Winner
- Row New York, 2014 Winner
- Sadie Nash Leadership Project, 2010 Winner
- Sanctuary for Families, 2011 Winner
- The Children’s Village, 2013 Winner
- Vera Institute of Justice, 2009 Winner
- WITNESS, 2007 Winner
In appreciation of and with sensitivity to our religious, cultural and ethnic diversity and in recognition that some of the current federally designated holidays are not ones that everyone observes, we are offering staff members the opportunity to celebrate holidays that are meaningful to them and/or choose not to celebrate federally designated holidays. There are seven holidays available for substitution. Three are not available because the building is closed and there is no heat. If you would like to work on a holiday that the office is closed, please enter the date that you would like to take off instead in the line next to the holiday that you will be working below.

Please return this form to H.R. by December 30, 2016 to be eligible to participate in this program.

Please note: you are required to notify and arrange a work plan and sufficient tasks for the day with your supervisor for the holidays worked and to make sure you are comfortable with letting yourself into and out of the office and dealing with keys and alarms as needed. Special thanks to the Diversity Collective for researching and putting together this policy.

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<thead>
<tr>
<th>Holiday</th>
<th>Date</th>
<th>Alternate date chosen:</th>
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<tbody>
<tr>
<td>New Year’s Day</td>
<td>Monday, January 2, 2017</td>
<td>(building closed)</td>
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<td>(Office closes at 3 p.m. on Friday, December 30, 2016)</td>
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<td>Martin Luther King, Jr.’s Birthday</td>
<td>Monday, January 16, 2017</td>
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<td>Presidents’ Day</td>
<td>Monday, February 20, 2017</td>
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<td>Memorial Day</td>
<td>Monday, May 29, 2017</td>
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<td>(Office closes at 3 p.m. on Friday, May 26, 2017)</td>
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<td>Independence Day</td>
<td>Tuesday, July 4, 2017</td>
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<td>Labor Day</td>
<td>Monday, September 4, 2017</td>
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<td>(Office closes at 3 p.m. on Friday, September 1, 2017)</td>
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<td>Columbus Day</td>
<td>Monday, October 9, 2017</td>
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<td>Thanksgiving</td>
<td>Thursday, November 23, 2017</td>
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<td>Christmas Day</td>
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<tr>
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(Please print)
Continuum on Becoming an Anti-Racist Multicultural Organization

**MONOCULTURAL ==> MULTICULTURAL ==> ANTI-RACIST ==> ANTI-RACIST MULTICULTURAL**

Racial and Cultural Differences Seen as Deficits ==> Tolerant of Racial and Cultural Differences ==> Racial and Cultural Differences Seen as Assets

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<tr>
<td>- Intentionally and publicly excludes or segregates African Americans, Native Americans, Latinos, and Asian Americans</td>
<td>- Tolerant of a limited number of “token” People of Color and members from other social identify groups allowed in with &quot;proper&quot; perspective and credentials.</td>
<td>- Makes official policy pronouncements regarding multicultural diversity</td>
<td>- Growing understanding of racism as barrier to effective diversity</td>
<td>- Commits to process of intentional institutional restructuring, based upon anti-racist analysis and identity</td>
<td>- Future vision of an institution and wider community that has overcome systemic racism and all other forms of oppression.</td>
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<td>- Intentionally and publicly enforces the racist status quo throughout institution</td>
<td>- May still secretly limit or exclude People of Color in contradiction to public policies</td>
<td>- Sees itself as “non-racist” institution with open doors to People of Color</td>
<td>- Develops analysis of systemic racism</td>
<td>- Audits and restructures all aspects of institutional life to ensure full participation of People of Color, including their worldview, culture and lifestyles</td>
<td>- Institution’s life reflects full participation and shared power with diverse racial, cultural and economic groups in determining its mission, structure, constituency, policies and practices</td>
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<td>- Institutionization of racism includes formal policies and practices, teachings, and decision making on all levels</td>
<td>- Continues to intentionally maintain white power and privilege through its formal policies and practices, teachings, and decision making on all levels of institutional life</td>
<td>- Carries out intentional inclusiveness efforts, recruiting &quot;someone of color&quot; on committees or office staff</td>
<td>- Sponsors programs of anti-racism training</td>
<td>- Implements structures, policies and practices with inclusive decision making and other forms of power sharing on all levels of the institution, life and work</td>
<td>- Members across all identity groups are full participants in decisions that shape the institution, and inclusion of diverse cultures, lifestyles, and interest</td>
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<td>- Usually has similar intentional policies and practices toward other socially oppressed groups such as women, gays and lesbians, Third World citizens, etc.</td>
<td>- Often declares, “We don't have a problem.”</td>
<td>- Expanding view of diversity includes other socially oppressed groups</td>
<td>- But…</td>
<td>- A sense of restored community and mutual caring</td>
<td>- A ally with others in combating all forms of social oppression</td>
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<td>- Openly maintains the dominant group’s power and privilege</td>
<td>- Monocultural norms, policies and procedures of dominant culture viewed as the “righ” way” business as usual</td>
<td>- &quot;Not those who make waves&quot;</td>
<td>- Little or no contextual change in culture, policies, and decision making</td>
<td>- Actively recruits and promotes members of groups have been historically denied access and opportunity</td>
<td>- Actively works in larger communities (regional, national, global) to eliminate all forms of oppression and to create multicultural organizations.</td>
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<td>- Is still relatively unaware of continuing patterns of privilege, paternalism and control</td>
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<td>But…</td>
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<td>- Token placements in staff positions: must assimilate into organizational culture</td>
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<td>Institutional structures and culture that maintain white power and privilege still intact and relatively untouched</td>
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© Crossroads Ministry, Chicago, IL: Adapted from original concept by Bailey Jackson and Rita Hardiman, and further developed by Andrea Avazian and Ronice Branding; further adapted by Melia LaCour, PSESD.
‘LADDER’ OF PARTICIPATION

Type of participation
- Manipulation
- Decoration
- Informing
- Consultation
- Placation
- Partnership
- Delegated Power
- Learner Control

Type of involvement
- Learners are directed by staff and tend not to be informed of the issues. Learners may be asked to ‘rubberstamp’ decisions already taken by staff.
- Learners may be indirectly involved in decisions or ‘campaigns’ but they are not fully aware of their rights, their possible involvement or how decisions might affect them.
- Learners are merely informed of action and changes but their views are not actively sought.
- Learners are kept fully informed and encouraged to express their opinions but have little or no impact on outcomes.
- Learners are consulted and informed. Learners’ views are listened to in order to inform the decision-making process but this does not guarantee any changes learners may have wanted.
- Learners are consulted and informed in decision-making processes. Outcomes are the result of negotiations between staff and learners.
- Staff still inform agenda for action but learners are given responsibility for managing aspects or all of any initiatives or programmes that result. Decisions are shared with staff.
- Learners initiate agendas and are given responsibility and power for management of issues and to bring about change. Power is delegated to learners and they are active in designing their education.

Level of engagement
- Non participation
- Non participation
- Non participation
- Tokenism
- Tokenism
- Tokenism
- Learner empowerment
- Learner empowerment
Resources

- **Implicit Association Test**: https://implicit.harvard.edu/implicit/takeatest.html

- **How to Think Differently About Diversity in NonProfit Leadership**: https://nonprofitquarterly.org/2017/04/10/think-differently-diversity-nonprofit-leadership-get-comfortable-discomfort/

- **Thought papers on Unconscious Bias by Howard Ross**: http://cookross.com/services/thought-leadership/free-thought-papers/

- **Inclusion Nudges**: http://inclusion-nudges.org/


- **Microsoft Unconscious Bias training (free video)**: http://blogs.microsoft.com/blog/2015/11/02/uncovering-unconscious-bias/

- **Reflecting on the Small Things with Big Impact**: http://www.huffingtonpost.com/tanya-m-odom-edm/reflecting-on-the-small-t_b_5544845.html
Resources

How Curiosity Can Protect the Mind from Bias:

We Just Can't Handle Diversity:
https://hbr.org/2016/07/we-just-cant-handle-diversity

Colorblind or Just Plain Blind:

Microaggressions in Everyday Life
Resources

**Difficult Conversations**

**Civil Conversations Project**
Renewing Public Discourse and Nourishing Our Common Life

Chuck Colson, Greg Boyd, Shane Claiborne — How to Be A Christian Citizen: Three Evangelicals Debate

John Lewis — Love in Action

**Crucial Conversations**
Tools for talking when stakes are high

**Fierce Conversations**
Achieving Success at Work & in Life, One Conversation at a Time

**Emotional Agility**
Get Unstuck, Embrace Change, and Thrive at Work and Life

Susan David, PhD

**The Culture Map**
Breaking Through the Invisible Boundaries of Global Business

Erin Meyer