CEP

THE CENTER FOR EFFECTIVE PHILANTHROPY

DIVERSITY, EQUITY, AND INCLUSION VISION

At the center of CEP are people – the people we serve, the people whose voices we amplify, and the staff who are the lifeblood of our organization. We believe that a diversity of identities, backgrounds, personalities, experiences, and perspectives helps us think bigger and better, and enables us to reach our organizational goals more effectively. We are committed to a diverse, equitable, and inclusive work environment, where all feel welcomed to be authentic and contribute fully.

We are committed to exploring the relationship between Diversity, Equity, and Inclusion (DEI) and effectiveness, highlighting those who incorporate DEI practices into their work and collaborating with organizations focused on DEI to best leverage our strengths within our broader landscape. Through our efforts, we hope to influence funders and educators to embrace diversity, equity, and inclusion into their work, as noted in CEP's Strategic Plan as well as in our revised working definition of philanthropic effectiveness. We aim to make the case that to be effective in pursuit of any philanthropic goal, DEI is vitally important.

This document is intended as a statement of our five overarching DEI goals, listing the priorities integral for their success. Most of the priorities listed below are already being done, while other items, such as focusing on vendor selection or the effort to make our web content and programming more accessible, are in an earlier stage.

GOAL 1 ▶▶▶
DIVERSITY, EQUITY, AND INCLUSION ARE INTRINSIC IN CEP'S CULTURE

CEP's policies and practices are inclusive, and staff are aware of how diversity, equity, and inclusion relate to the goals and mission of the organization.

PRIORITIES:

- Regularly review CEP's policies (e.g. employment policies, organizational investment policies, etc.) to ensure they support DEI efforts and reflect organizational values, expressed in part through CEP's Culture Document

- Intentionally reflect on the ways organizational norms and expectations align with CEP's commitment to DEI

- Ensure there is a member or members on staff dedicated to DEI, who serve as a resource for DEI-related program work, and staff questions, discussions, and trainings

- Communicate shared definitions and resources to support discussions about DEI and a shared understanding of how DEI relates to organizational goals; regularly convey and discuss our commitment to DEI with staff

- Reflect on and grow the cross-cultural competence of the organization through staff trainings and discussions, and evaluate the cross-cultural competence of the organization using the Intercultural Development Inventory (IDI)

- Build awareness of and value for the diverse ways staff contribute to CEP (e.g. by utilizing assessments like DiSC and StrengthsFinder)

- Assess the diversity, equity, and inclusiveness of CEP's culture using staff perceptions shared in CEP's Staff Perception Report (SPR) and other relevant external benchmarks.

GOAL 2 ▶▶▶
STAFF, BOARD, AND ADVISORY BOARD RECRUITMENT (INCLUDING YT'S ADVISORY BOARD) AND VENDOR SELECTION PROCESSES ATTAIN QUALIFIED, DIVERSE STAFF, DIRECTORS, AND VENDORS AND REFLECT OUR VALUES

The pool of candidates, both at the onset of recruiting and in final stages are diverse. Recruitment processes combat the effects of implicit bias, and staff are equipped to evaluate candidates equitably.

PRIORITIES:

- Ensure recruitment marketing and vendor selection efforts exhibit that DEI is a priority for the organization; identify and utilize sources and networks likely to provide a diverse array of qualified candidates
- Include planned salaries or salary ranges on job descriptions for open roles
- Consider vendors' commitment to DEI when making decisions, and formally assess vendor DEI commitment as an input in the selection process for major contracts ($10,000 or more)
- Train interviewers to combat the effects of implicit bias and conduct and weigh objective skills assessments alongside interviews
- Utilize "anonymous" hiring practices to remove potentially biasing personal and demographic indicators from candidate application materials (e.g. name, hometown, university information, and personal interests)
- Ensure a diverse set of voices are part of the recruitment process and at the decision-making table
- Measure and report on applicant pool and applicant source demographics at every step of the recruitment process

GOAL 3 ▶▶▶
OUR ORGANIZATION ENGAGES AND RETAINS A SUCCESSFUL, DIVERSE STAFF BY APPLYING KNOWLEDGE ABOUT HISTORIC AND CURRENT SOCIETAL INEQUITY AND EXCLUSION TO CEP'S PEOPLE PRACTICES

Everyone at the organization is given the opportunity and resources to succeed.

PRIORITIES:

- Ensure staff have access to resources for skill-building, mentorship, and knowledge about the organization's expectations to enable their career success (e.g. by providing a professional development budget, a mentorship program to every staff member, and coaches for new managers)
- Provide opportunities for staff to gain access to helpful networks, for example, by providing access to relevant affinity groups (e.g., Hispanics in Philanthropy, Asian Americans in Philanthropy, etc.)
- Regularly offer organization-wide professional development sessions which cover topics useful to success at the organization and in the sector to fill gaps for opportunity staff may face
- Deliver sessions that address working with and managing those whose working styles, personalities, and strengths differ from one's own
- Highlight and discuss equity and inclusion management practices to ensure consistently equitable and inclusive approaches across teams
- Regularly train managers how to combat the impacts of implicit bias in performance review processes
- Routinely engage with compensation benchmarking consultants to ensure CEP's pay equity approach
- Evaluate and report on the composition and engagement of CEP staff over time, using CEP's Demographic Survey, relevant population demographics, and the engagement measures included in CEP's Staff Perception Report (SPR), respectively.

GOAL 4 ▶▶▶
CEP'S WORK (ITS RESEARCH, ASSESSMENTS, ADVISORY SERVICES, EXTERNAL PROGRAMMING, AND YOUTHTRUTH) INCORPORATE AND HIGHLIGHT DIVERSITY, EQUITY, AND INCLUSION PRACTICES AS THEY RELATE TO EFFECTIVENESS

CEP contributes data to conversations about DEI and highlights best practices.

PRIORITIES:

- Share attitudes, practices, and case studies related to DEI that currently exist in philanthropy and education and provide data which explores the links between factors of funder and school effectiveness and practices which create inclusive and equitable environments

- Highlight the relationship of DEI to achieving organizational goals and share results

- Ensure the inclusivity and accessibility of CEP's web-based and in-person content (e.g. ensuring to incorporate cultural context into data collection methods and approaches; and ensuring online and in-person programming as well as our surveys and survey platforms are accessible)

- Include DEI content in our survey instruments and ensure data analysis by demographic subgroups to understand and communicate differences when we see them in the spirit of equity

- Utilize our blog, social media presence, and research publications to highlight DEI issues and what philanthropic actors can productively do

- Develop staff competence and confidence in discussing race and other DEI-related topics with our audiences

- Recruit school districts serving diverse student bodies to participate in YouthTruth and explore additional equity strategies to ensure products are accessible

GOAL 5 ▶▶▶
CEP CONTRIBUTES TO THE CONVERSATION ABOUT DIVERSITY, EQUITY, AND INCLUSION PRACTICES IN PHILANTHROPY AND EDUCATION

CEP shares what we are doing to incorporate DEI values, as well as the challenges and successes we experience because of our approaches. Through these efforts, we continue to support and reinforce a sector where all may learn from each other and improve.

PRIORITIES:

- Share publicly the approaches CEP is taking to incorporate DEI principles and initiatives into its culture, practices, and work

- Measure and share aggregate demographic information of board and staff members publicly

- Reflect on and share the outcomes of efforts with which CEP is experimenting

- Stand in solidarity with issues of social justice and equity, amplifying the efforts of others

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When we reference diversity, equity, and inclusion, we recognize there are a variety of definitions. For our purposes, we embrace the definitions for diversity, equity, and inclusion put forth by Independent Sector, that being:

Diversity includes all the ways in which people differ, encompassing the different characteristics that make one individual or group different from another. While diversity is often used in reference to race, ethnicity, and gender, we embrace a broader definition of diversity that also includes age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, and physical appearance. Our definition also includes diversity of thought: ideas, perspectives, and values. We also recognize that individuals affiliate with multiple identities.

Equity is the fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups. Improving equity involves increasing justice and fairness within the procedures and processes of institutions or systems, as well as in their distribution of resources. Tackling equity issues requires an understanding of the root causes of outcome disparities within our society

Inclusion is the act of creating environments in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate. An inclusive and welcoming climate embraces differences and offers respect in words and actions for all people. It's important to note that while an inclusive group is by definition diverse, a diverse group isn't always inclusive. Increasingly, recognition of unconscious or 'implicit bias' helps organizations to be deliberate about addressing issues of inclusivity.