the way we think

CULTURAL

WORK STYLE | LEARNING STYLE

the way we do things

PROCESSES

TEAMWORK | INNOVATION

the way we are

HUMAN

DEMOGRAPHICS | IDENTITY

asae®
The Center for Association Leadership

Diversity + Inclusion Strategic Plan

2015–2017

asaecenter.org/**diversity**

ASAE's Diversity + Inclusion
Commitment made possible by:

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Prepared in collaboration with
Ivy Planning Group, LLC

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Dear Colleagues:

It should surprise no one that one in every three Americans is a part of our nation's vital association and nonprofit industry. Whether as an employee, a member, a volunteer, or donor, at the heart of our community are people whose backgrounds and hard work collectively create a stronger America and world.

Our workforce and volunteer force are our most valuable assets. Their success and satisfaction working within the association management industry, and that of future generations, is critical to the fulfillment of our mission and diversity and inclusion (D+I) commitment at ASAE.

With this in mind, we engaged 100+ association professionals in shaping the direction of ASAE's 2015-2017 Diversity + Inclusion Strategic Plan. This plan outlines an ambitious yet critical agenda that builds on our twenty-four year history of ASAE D+I initiatives, such as:

- a diversity statement,
- a business case statement,
- an organizational audit of D+I policies and practices,
- one-day diversity summit,
- two multi-year D+I strategic plans,
- two-day D+I conference,
- Future Board Leaders Program,
- staff development initiatives,
- domestic partners benefits,
- content and conversation kits,
- fundraising and sponsorship,
- Diversity Executive Leadership Program (DELP),
- multicultural marketing and outreach efforts,
- accessibility and meetings policy and procedures,
- interfaith policy and procedures,
- five years of research on diversity management practices that do and do not work in associations; and
- the first online D+I assessment for nonprofit membership organizations, called the Association Inclusion Index.

Thanks to ASAE's D+I Committee, DELP scholars and alumni, D+I practitioners, and staff, this plan proposes strategic opportunities to shape an exciting future for ASAE and the association management industry.

As you continue reading, we invite you to consider how you might contribute to its success.

John H. Graham, IV, CAE
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ASAE

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Chair
FY'14 D+I Committee
2008-2009 DELP Scholar

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FY'14 D+I Committee

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FY'14 D+I Committee

Alexis Terry
Senior Director, D+I
ASAE

Robb Lee
Chief Marketing & Communications Officer
ASAE

Terminology

Diversity

Diversity refers to the composition of a group of people from any number of demographic backgrounds, identities (innate and selected), and the collective strength of their experiences, beliefs, values, skills, and perspectives. The variability in a diverse group is apparent in the characteristics we see and hear as well as through behaviors and expressions that we encounter and experience in our workplaces and organizations. **Diverse organizations are not by definition inclusive.**

Inclusion

Inclusion is the act of establishing philosophies, policies, practices, and procedures to ensure equal access to opportunities and resources to support individuals in contributing to the organization's success. Inclusion creates infrastructure for allowing the diversity within the organization to exist and thrive in a manner that can enhance innovation and problem solving. **Inclusive organizations are by definition diverse at all levels.**

Diversity + Inclusion (D+I)

D+I refers to an organization's strategy, scope of work, and pledge to advancing diversity and inclusive excellence.

Cultural Competence

To work collaboratively with and learn from groups of people from different cultures while developing knowledge, understanding, and appreciation for the history, world view, traditions, and cultural practices of ourselves and others.

ASAE's Diversity + Inclusion Statement

In principle and in practice, ASAE values and seeks diversity and inclusive practices within the association management industry.

ASAE promotes involvement, innovation, and expanded access to leadership opportunities that maximize engagement across identity groups and professional levels. Identiry groups include and are not limited to age, appearance, disability, ethnicity, gender, geographic location, nationality, professional level, race, religion, and sexual orientation.

ASAE will provide leadership and commit time and resources to accomplish this objective while serving as a model to other associations engaged in D+I endeavors.

Role of the Diversity + Inclusion Committee

The D+I Committee works to promote a greater understanding of why supporting diversity within associations and fostering a culture of inclusion are a business imperative for the industry. The committee creates community within ASAE's membership around D+I topics, helps identify ways to engage underrepresented groups (as well as the greater ASAE membership) in these topics, and develops resources to increase the cultural competency of association professionals and staff.

Activities include:

- assisting ASAE staff in achieving greater diversity in composition of ASAE membership and in supporting ASAE's Diversity Executive Leadership Program (DELP) scholars and alumni,
- identifying and creating resources around D+I topics to help increase the cultural competency of association professionals & ASAE staff and,
- identifying opportunities to incorporate D+I into ASAE's learning programs.

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Strategic Plan
2015-2017 Overview

Here is an outline of ASAE's strategic agenda and scope of work over the next three years:

ASAE STRATEGIC PILLAR:
KNOWLEDGE

> **GOAL 1 - Reources and Recognition:** Define and implement a strategy to establish a "Center of Excellence for D+I" for the Association Community.

- Leverage the Association Inclusion Index and continue to pursue research to build a body of knowledge on D+I practices in associations and produce material highlighting successful practices. Target: 600 organizations completed Association Inclusion Index

- Design an online center and collection of D+I practices and practitioner-level resources for ASAE stakeholders, and leverage various communication channels (e.g. stories on CEOs and organizations active in D+I, case studies, templates, interactive exercises, etc.)

- Develop an ASAE D+I Awards Program to provide visibility for organizations that achieve Association Inclusion Index excellence, and highlight professionals in the association community who practice diversity and inclusion

ASAE STRATEGIC PILLAR:
LEARNING

> **GOAL 2 - Reach and Relevance:** Achieve seamless integration of D+I content and diversity of content leaders into ASAE meetings and events.

- Develop targeted approach to increase diversity in the composition of participants and presenters at ASAE meetings and events

- Recruit and track the diversity of speakers from under-represented groups at ASAE meetings and events, and offer D+I guidelines to all speakers to help them resonate with diverse audiences

- Develop and pilot an ASAE "speakers bureau" for associations seeking to increase D+I content and diversity of content leaders in their own meetings and events

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ASAE STRATEGIC PILLAR:
COMMUNITY

> **GOAL 3 - Talent Development:** Define and implement a strategy to increase diversity in ability, age, ethnicity, gender, race, sexual orientation within CEO pipeline and volunteer leadership pipeline that reflects the changing demographics of the U.S. and our global society.

- Develop and disseminate a "Future Association CEOs" pipeline program model that highlights effective career development practices for associations seeking to increase diversity within their own leadership ranks

- Integrate cultural competence education within ASAE's volunteer leadership model given the increasing diversity composition of ASAE's volunteer leadership

- Work with ASAE's Board Chair and/or Leadership Committee to apply a D+I lens to ASAE's board recruitment and selection practices

> **GOAL 4 - Relationship Development:** Define and implement a strategy to recruit and retain a membership base that reflects the changing demographics of the U.S. and our global society.

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- Finalize and pilot an outreach strategy and approach to increase membership from ASAE's targeted list of identity-specific organizations as ASAE connectors to potential new pipelines (i.e. Millennial generation, professionals with disabilities, LGBT, race/ethnic groups, etc.)

- Set benchmarks and track changes in the number of members from ASAE's targeted list of identity-specific organizations (i.e. members, writers, content leaders, volunteers, etc.)

- Evaluate outreach strategy and produce material highlighting lessons learned and successful practices

Timeframe

GOAL	MILESTONES 2015	2016	2017
1 **Define and implement a strategy to establish a "Center of Excellence for D+I" for the Association Community.**	• Develop an ASAE D+I Awards Program • Leverage the Association Inclusion Index and continue to pursue research to build a body of knowledge on D+I practices in associations and produce material highlighting successful practices	• Launch ASAE D+I Awards program • Design an online center and collection of D+I practices and practitioner-level resources	• Launch online center of D+I practices and resources • Target: 600 organizations completed Inclusion Index by end of 2017
2 **Achieve seamless integration of D+I content and diversity of content leaders into ASAE meetings and events.**	• Develop targeted approach to increase diversity in the composition of participants and presenters at ASAE meetings and events	• Recruit and track the diversity of speakers from under-represented groups at ASAE meetings and events, and offer D+I guidelines to all speakers to help them resonate with diverse audiences	• Develop and pilot an ASAE "speakers bureau" for associations seeking to increase D+I content and diversity of content leaders in their own meetings and events
3 **Define and implement a strategy to increase diversity in ability, age, ethnicity, gender, race, sexual orientation within CEO pipeline and volunteer leadership pipeline that reflects the changing demographics of the U.S. and our global society.**	• Work with ASAE's Board Chair and/or Leadership Committee to apply a D+I lens to ASAE's board recruitment and selection practices	• Integrate cultural competence education within ASAE's volunteer leadership model given the increasing diversity composition of ASAE's volunteer leadership	• Develop and disseminate a framework for a "Future Association CEOs" pipeline program to help associations increase diversity in their own leadership ranks
4 **Define and implement a strategy to recruit and retain a membership base that reflects the changing demographics of the U.S. and our global society.**	• Finalize and pilot outreach strategy and approach to increase membership from ASAE's targeted list of identity-specific organizations as ASAE connectors to potential new pipelines (i.e. Millennial generation, professionals with disabilities, LGBT, race/ethnic groups, etc.)	• Set benchmarks and changes in the number of members from ASAE's targeted list of identity-specific organizations (i.e. members, writers, content leaders, volunteers, etc.)	• Evaluate outreach strategy and produce material highlighting lessons learned and successful practices

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