

Diversity in Leadership Planning Group (DLPG) Implementation of Synodical Directives¹

Status Update—February 2015

I. Introduction

Synod 2013 directed the Office of the Executive Director of the CRCNA to implement diversity goals as detailed in the *Acts of Synod 2013* (pp. 628-32). Since that time, the following activities have been initiated:

- On August 8, 2013, Rev. Joel Boot, then executive director of the CRCNA, convened a team to address the mandate of Synod 2013 and to oversee the creation and implementation of the diversity goals. The team included Bing Goei and Colin Watson, contracted to act as diversity agents and as facilitators of the effort. Bing Goei served as consultant responsible for managing the external stakeholders to be contacted as a part of the project, and Colin Watson is responsible for managing internal stakeholders and planning and executing the project plan.
- An initial DLPG steering and implementation team² met to further plan and execute the directives of synod. Rev. Joel Boot, as executive director (ED), and Dr. Peter Borgdorff, then Deputy Executive Director (DED), served as team leaders of the effort.
- The project plan was summarized in the report to the BOT (February 2014). While the plan covers all of the mandates given by synod (*Acts of Synod 2013*, pp. 628-32), it also adds activities critical to the effectiveness of the overall plan. In particular, the project plan recognizes that a great deal of groundwork needs to be done to ensure that all stakeholders not only buy into the immediate importance of the need but are also committed to working together to ensure that synod's overall goal is met. That goal can be best described as achieving a Revelation 7:9-10 vision for the CRCNA. That vision is also well documented in *God's Diverse and Unified Family*, which has been in use in the denomination since 1996.
- When Bing Goei withdrew from the project to take up an assignment with the state of Michigan, it was recommended that a Diversity and Inclusion Working Group (DIWG) be created to direct and oversee all phases of this project. The DIWG is accountable to Dr. Steven Timmermans, now executive director, and to Rev. Joel Boot, current director of ministries and administration. The DIWG charter and goals follow:

II. Diversity and Inclusion Working Group (DIWG)

A. Purpose

The Diversity and Inclusion Working Group (DIWG) is specifically responsible for the implementation of the DLPG directives of Synod 2013. The DIWG will work under the direction of the Diversity Agent, Colin Watson, and is accountable to the executive director.

¹ *Acts of Synod 2013*, pp. 628-32.

² The initial DLPG team was led by Joel Boot, ED, and included Peter Borgdorff, DED; Mark Rice, Assistant to the ED; and the Diversity Agents (consultants), Bing Goei and Colin Watson, Sr.

Individual DIWG members are accountable to the existing leadership of their respective organizations. Members also serve as diversity and inclusion champions in their home agencies or departments.

DIWG membership consists of senior leaders within the CRCNA and reflects the vision of diversity articulated in the CRCNA document *God's Diverse and Unified Family*.

The existence and work of the DIWG will also serve to increase the visibility of people of color within the leadership of the CRCNA.

The DIWG will model the behavior and demonstrate the benefits of achieving a fully diverse and inclusive denominational leadership team. The team will be a collaborative group focused on uniting the CRCNA around a shared vision of full inclusion.

The DIWG does not advocate on behalf of any person or persons unless such advocacy is directly critical to the achievement of the DLPG goals as outlined by Synod 2013.

B. *DIWG goals*

1. Develop and execute a work plan in line with synodical directives.
2. Communicate plan and progress to agency and department leaders (MLC members).³
3. Engage the wider CRCNA community to ensure that the Diversity and Inclusion vision is widely embraced.

C. *Responsibilities of DIWG members*

Each member team engages other members of their own organizations as needed. It is also the responsibility of each member to update and engage with the director or president of their respective organizations. Other members of these organizations will also be asked to participate as team members as the various parts of the plan are implemented. In summary, members agree to do the following:

1. Serve as Diversity and Inclusion champions within their own organizations. These champions are to serve as mutual points of contact for the implementation of our Diversity and Inclusion goals. They will not serve as "compliance officers."
2. Be responsible (as a team) for executing the DLPG work plan as described in the February 2014 BOT update document.
3. Ensure that every agency and institution is developing a metrics-based Diversity and Inclusion/ Anti-Racism Action Plan tailored to their own context.
4. Design and develop a diversity "Report Card" for use by the denomination, containing key excerpts from agency and departmental plans.
5. Develop and execute mutually agreed upon initiatives which may arise from a joint conversation and collaboration of members of the DIWG.

³ DIWG minutes are included as a part of the Ministries Leadership Council (MLC) consent agenda.

Usually such initiatives will be proposed by senior leadership and directors of the CRCNA.

6. Ensure the integration of all Diversity and Inclusion related initiatives within the denomination (as necessary) to optimize the use of our resources and expected outcomes.
7. Ensure that all Diversity and Inclusion initiatives (plans, events, and milestones) are being widely communicated⁴ throughout the CRCNA.
8. Ensure the review of all Human Resources policies and practices across the CRCNA to ensure that they are appropriate for our Diversity and Inclusion goals. This is an annual and ongoing requirement.
9. Review and assess all current training. Identify gaps in training which may be advantageous to engaging our diverse audiences and stakeholders.
 - Course name
 - Training experience or course description
 - Training objective
 - Target audience/participants
 - Reach (actual)
 - Effectiveness (participants' ratings)
10. Participate in regional multicultural gatherings. The initial focus will be on enhancing the agendas of already existing/planned gatherings to include conversations on how to better be the church of Revelation 7:9-10 in accordance with our Diversity Vision. The team is also considering the development of separate regional gatherings where no existing meetings are planned. In this event, two pilot sessions (in Canada and in the U.S.) will be held and evaluated prior to conducting more gatherings.

It is also anticipated that other CRCNA leaders, Diversity Champions (from churches, classes, and regions), will be activated as we engage in the regional conversations and training experiences envisioned by the directives of Synod 2013.

III. Summary of work done to date

A. Various preliminary activities critical to the implementation of the synodical directives were concluded (see *Agenda for Synod 2014*, p. 46, for additional activities).

- Reviewed synodical directives (*Acts of Synod 2013*, pp. 628-32) and used directives to develop a preliminary Project Plan.
- Sequenced work and assigned dependencies to tasks; created a timeline.
- Conducted internal and external interviews of stakeholders, including agency directors and department heads of the CRCNA, selected ethnic directors and leaders of staff in the CRCNA, and other influential ethnic leaders.⁵

⁴ DIWG is working with the CRCNA Communications Department to ensure that these communications are well integrated with other denominational plans.

⁵ Leaders who have contributed to the development of diversity strategies in the past.

- Received and reviewed departmental information bearing on the diversity issue (i.e., policy statements, practices, historical data, and statistics).
- Solicited input from stakeholders to name some effective approaches to reach the diversity vision.
- Engaged various CRCNA teams for their input to this initiative.
- Began dialogue with existing CRCNA strategic initiative teams, such as the Strategic Planning and Adaptive Change Team (SPACT) and Collaborative Work Groups (CWG).

B. The Diversity and Inclusion Working Group (DIWG) was created. The current membership is:

Christian Reformed World Missions—Steve Kabetu,
 Nalini Vanden Bosch
 Christian Reformed Home Missions—Charles Kim
 World Renew—Melissa Barnes
 Human Resources—Michelle DeBie
 Race Relations—Esteban Lugo
 Pastor-Church Relations—Jeanne Kallemeyn (metrics and reporting),
 Denise Posie
 Calvin College—Michelle Loyd-Paige
 Calvin Theological Seminary—Jeff Sajdak
 Candidacy—David Koll
 Synodical Services—Dee Recker
 Justice, Inclusion, Mercy, and Advocacy (JIMA) coordination—Shannon
 Jammal-Hollemans
 Denominational Office—Colin P. Watson, Sr.

C. DIWG has met several times and has organized itself into various subteams to do its work. Subteams engage in the following:⁶

1. Policy review – Review of all written personnel policies and practices (including employee handbook and recruitment, retention, performance evaluations processes, and job descriptions) to ensure that they reflect our Diversity and Inclusion values. Ensure that input is received from all affected entities. This review will focus on denominational and agency policies and will not address policies used in individual churches.⁷—*Michelle DeBie (lead), Michelle Loyd-Paige, Denise Posie*
2. Training – Review and assess all current training. Identify gaps in training that may be advantageous to engaging our diverse audiences and stakeholders. This team will also begin to address the best way to communicate the content of the document *God's Diverse and Unified Family* to the church to ensure that the content stays relevant.—*Esteban Lugo (lead), Michelle Loyd-Paige (communications representative)*

⁶ Other non-DIWG members may be asked to participate on subteams to improve effectiveness. The chairperson will serve as a member of each committee.

⁷ Though churches are not included in the policy review, DIWG will consider ways to communicate what we are doing and to encourage similar actions on the part of regional or local parties. There may also be the possibility of learning from local initiatives.

3. Database development – Take steps to design and develop a database containing diverse key leaders and potential nominees for future positions. Develop strategies for reaching out to leaders across the CRCNA (and beyond) to populate the database.—*Colin Watson (lead), Steve Kabetu, David Koll, Dee Recker*
4. Regional gatherings – Assess how regional gatherings can be used to engage the wider CRCNA community, and make plans to pilot engagement in at least two such gatherings in the U.S. and Canada. The gatherings will
 - include leaders and potential leaders from many races and cultures (including the majority group).
 - give opportunity for dialog on the critical issues facing the denomination.
 - focus on unity in the midst of diversity.
 - disseminate and receive information with the local leaders (e.g., discuss local “best practices”).
 - include much time for prayer and mutual encouragement and motivation.*Colin Watson and Esteban Lugo (coleading), Charles Kim*
5. Communications – Develop communications strategy to determine what and how to communicate across the denomination. Ensure the use of all media in communications (traditional, electronic, and social).—*Communications specialist, Denise Posie, Dee Recker, Nalini Vanden Bosch*
6. Measurement and metrics – Develop a Diversity “Scorecard” with input from all stakeholders (CRCNA-wide).—*Colin Watson, Sarah Chun, Jeanne Kallemeyn, Michelle Loyd-Paige, Esteban Lugo*

IV. Mapping of DLPG Project Plan to DIWG subteams

All of the tasks referenced by Synod 2013 (*Acts of Synod 2013*, pp. 628-32) and in the DLPG Report to the BOT in February 2014 are being addressed by the Diversity and Inclusion Working Group (DIWG) and its subteams. The following chart indicates how the activities are being sequenced.

DIWG and Subteams	DLPG Project Plan (BOT Report 2/2014)	<i>Acts of Synod 2013</i> , pp. 628-32
DIWG (entire team)	1.1, 1.2, 1.4-1.6, 1.12, 2.5	7, 1-b-1
Policy review	4.1, 4.2, 2.2, 5	3, 4
Training	3.1, 3.2, 3.3, 3.6	2, 2-a-1, 2-a-2, 2-d
Database development	1.8, 1.9, 2.3, 2.4	1-a-1, 1-a-2
Develop and execute recruitment plan ⁸	2.1	1
Nominations and appointments to boards and committees (churches, classes, synod)	6.3 – 6.7	5-b, 5-c, 5-d, 5-e-1, 5-f

⁸ Recruitment plan development and related work will be taken up by the Database Team and will begin after the database is deployed.

Fund internships	2.7	1-b-3
Regional gatherings	1.3, 1.7, 1.10, 1.11, 2.6, 3.4, 3.5	2-b, 2-c
Communications	6.1, 6.2, 2.6	5, 5-a, 1-b-2
Measurement and metrics	1.1, 4.3, 2.8	1-c

V. DIWG subteam status reports and relationship to DLPGII Project Plan

A. Policy review

This team is actively working with the Human Resources department in reviewing and recommending policy changes. Policies relevant to diversity issues are reviewed by DIWG before presentation to the MLC for approval. Policies already discussed with DIWG include processes for recruitment, hiring, onboarding and discrimination, harassment and retaliation.⁹ Current work includes revisions to various sections of the CRCNA employee handbooks (three different handbooks—U.S., Canada, International). Rudy Gonzalez (Race Relations), Wendy Batchelder, and Teresa Jones (both from HR) were invited to join the subteam.

The task of the team is affected by the fact that in the CRCNA each agency does its own hiring and has its own specific policies. A vision statement and a set of principles will be developed. This will serve as an umbrella statement and principles that create alignment with each agency's policies.

The development of these overarching standards and best practices will need periodic review to ensure that they remain relevant and current. The team is receiving valuable input from work already done by the Race Relations teams of the agencies.

B. Training

The subteam is cataloging all existing diversity training and other events (Addendum 2). Further detail is being developed:

1. name of "course" (e.g., DORR, Widening the Circle, Cultural Intelligence, etc.)
2. content and objective of training
3. prime target audience
4. who has already been trained
5. areas for improvement/modification based on feedback from prior events
6. future training schedule, 2015-2017
7. communications plan for "courses"

This is work in progress and will continue over the next months. The team will be communicating the availability and benefit of existing training (see Communications strategy, Addendum 3).

Identify training gaps (i.e., audiences who need to be reached and are not currently targeted by the identified training, or where we need to better engage our diverse audiences and stakeholders).

It is recommended that there should be an expectation that every senior leader will have a diversity training or event experience every year. This

⁹ DIWG discussion on December 5, 2014—U.S. employee handbook—replacement for anti-harassment policy.

recommendation will be included as one of the metrics for measuring our progress along the diversity journey (Addendum 4).

DIWG (through the Training subteam) will also maintain close alignment with the new Staff Development committee of the Ministries Leadership Council (MLC). This Staff Development Committee is made up of representatives of Human Resources and some of the major agencies. This committee will meet at least quarterly and is charged with creating the guidelines and criteria to be used when reviewing and recommending training. Proposed trainings will be brought to the committee for review, and the committee will then present to MLC those they would recommend as either mandatory or strongly recommended.

Diversity related training would therefore also be assessed as “*mandatory*” or “*recommended*,” and recommendations given to MLC. HR will also begin tracking attendance at mandatory trainings and will report back to directors.

DIWG recognizes the importance of actively communicating and promoting diversity training and other events. The Communications subteam will also take up this issue (e.g., website and social media communication, Addendum 3).

C. Database development

Letters were sent to classes and churches inviting the submission of names of diversity champions as well as members of the CRCNA who represent diversity. To date, the database contains approximately 250 names.

Terminology used to reference various ethnicities will reflect that which is commonly accepted by the ethnic communities to describe themselves. The one exception to this is the Diversity Survey references terminology used by Canada and the United States in its census and other governmental tracking. The Diversity database will use these same categories for consistency and adherence to regulatory guidelines in the U.S. and Canada.

Various options for the housing of this database were considered. The ultimate approach will include use of a modified Salesforce platform (used for the *Yearbook*). A spreadsheet is being used as a means of collection in the interim.

The database will include self-identified members of minority groups who served as

- delegates to synod
- ethnic advisors to synod
- agency or educational institution boards
- advisory boards or committees of CRCNA departments
- synodical committees
- CRCNA or agency staff
- pastors of CRCNA churches
- members of church councils
- other individuals who may (now or in the future) be identified as potentially filling one of the roles listed above

Care is being taken to ensure the privacy and appropriate use of any data collected at every step of the process, including procedures for collecting the information, housing it, who is allowed access, and for what purpose.

A survey instrument (Survey Monkey) has been designed and is in use to collect the responses and related data (Addendum 1).

D. Regional gatherings

1. DIWG members participated in the Glocal conference (glocalchurch.net) on November 17-19, 2014, in California. The conference highlighted the nexus between the local missional church and the global village. Colin Watson and Esteban Lugo led a workshop (breakout session) that highlighted the benefits and opportunities of diversity for the CRCNA. One concept discussed at the workshop was the need to look at diversity from the perspective of Leveraging Difference vs. Managing Diversity.¹⁰

Due to the success of this initial experience, it is recommended that DIWG seek to take advantage of other similar or regional gatherings and request the opportunity to present a similar diversity experience.¹¹ Taking advantage of these types of opportunities may obviate the need for some or all of the initially proposed regional meetings. This issue will be reevaluated as DIWG participates in existing gatherings.

2. DIWG is also considering pilot gatherings in the United States and Canada where existing meetings are not planned. Such meetings will be evaluated before we do any more (as mentioned in the DLPG report to the BOT in February 2014).

The gatherings will

- include leaders and potential leaders from many races and cultures (including the majority group).
- give opportunity for dialogue on the critical issues facing the denomination.
- focus on unity in the midst of diversity.
- disseminate and receive information with the local leaders (e.g., discuss local “best practices”).
- include much time for prayer and mutual encouragement and motivation.

This issue is in response to the DLPG Plan document (DLPG implementation update Tasks 1.10 and 1.11).

E. Communications

The DIWG collaborated with the Communications team of the CRCNA in developing a Communications Plan (Addendum 3). Elements include processes to communicate across the denomination and ensuring the use of all media in communications (traditional, electronic, and social). A representative of the CRCNA Communications team has been invited to participate at DIWG meetings.

¹⁰ See chart: Leveraging Difference Cycle (Addendum 5).

¹¹ Other regional or affinity meetings might include gatherings chaired by various affinity groups (e.g., “East Meets West” annual gathering of Chinese Pastors from around North America. Gatherings such as the Black and Reformed Conference and the Multiethnic Conference are also critical opportunities for focused workshops.

E. Measurement and metrics

A suggested format and content for a diversity scorecard was developed and is included as Addendum 4. The executive director has requested that the agency directors develop and submit annual targets for key metrics. These metrics will be integrated with the diversity scorecard (see Addendum 4, item 5).

The Justice, Inclusion, Mercy, and Advocacy (JIMA) Collaborative Work Group (CWG) and DIWG will share information to ensure alignment of their respective goals. In order to facilitate this collaboration, Shannon Jammal-Hollems is participating as a member of the DIWG and serves as liaison to JIMA.

VI. DIWG timeline

1. Update to BOT in February 2015, as report to Synod 2015.
2. Request that a final report be submitted to Synod 2016.
3. Final report to BOT in February 2016, as report to Synod 2016.
 - a. Initiative never fully complete, but ongoing infrastructure put in place.
 - b. Focus is on leveraging difference—start with race and culture, then extend to other categories on Diversity and Inclusion more broadly.
 - c. Diversity and Inclusion presents opportunities to be leveraged rather than problems to be managed.

Addendum 1

Diversity and Inclusion Engagement Survey for the Christian Ref. Church

1. Personal Information

Dear Friend,

We are seeking to build a database of persons who can serve and advise the Christian Reformed Church and its various ministries, especially from the perspective of diversity and inclusion, focusing primarily on race and ethnicity. The survey includes about 20 questions, most with multiple-choice answers, and will take you 10-15 minutes to complete.

As a result of this survey you may receive invitations to serve in areas of your interest, and invitations to participate in the life of the Christian Reformed Church across North America and in your region. You will also be giving us valuable input as we seek to promote diversity and inclusion. Your responses will be kept confidential, and this data will not be shared with organizations outside of the Christian Reformed Church or with any marketing efforts.

Thank you for your participation in the life of the church—and thank you for taking a few minutes of your time for this survey. If you have any questions or concerns, you may contact us at diversity-inclusion@crcna.org.

The Diversity and Inclusion Working Group (DIWG) of the Christian Reformed Church

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1. Today's Date?

MM DD YYYY
Date / /

2. New entry... or update?

3. Please provide your contact information:

Name

Address

City/Town

State/Province

ZIP/Postal Code

Email Address

Phone Number

4. Country (Canada or USA)?

5. What is your gender?

Female

Male

6. Between what years were you born?

Diversity and Inclusion Engagement Survey for the Christian Ref. Church

7. Ethnicity/Race (USA) - Check all that apply.

- Asian
- Black or African-American
- Hispanic or Latino
- American Indian or Alaskan Native
- Native Hawaiian or other Pacific Islander
- White

Other (please specify)

8. Ethnicity/Race (Canada) - Check all that apply.

- Visible Minority
- Aboriginal (First Nations, Inuit, Metis)
- White
- Other (please specify)

9. Education (Highest Level Attained)

- Less than High School
- High School or Equivalent
- Associate's Degree
- Bachelor's Degree
- Graduate Degree
- Other (please specify)

Diversity and Inclusion Engagement Survey for the Christian Ref. Church

10. Which of the following best describes your current occupation? Check all that apply.

- Pastor
- Church or Denominational Staff
- Business leader or employee
- Skilled Trade
- Educator/Teaching Profession
- Government (Federal, State, or Municipal) worker
- Non-Profit employee
- Student
- Volunteer
- Retired
- Other (please specify)

2. Church Participation

11. How long have you been a member or attendee of the Christian Reformed Church?

- Less than 1 year
- At least 1 year but less than 3 years
- At least 3 years but less than 5 years
- At least 5 years but less than 10 years
- At least 10 years but less than 15 years
- More than 15 years

12. How active are you/have you been in ministry in your local church?

- Very active
- Active
- Somewhat active
- Participate from time to time
- Not active

Diversity and Inclusion Engagement Survey for the Christian Ref. Church

13. Church Membership (or currently attending) and Name(s) of Pastor(s)

Name of Church

Pastor

Pastor

14. What are your areas of interest? Check all that apply.

- Local Missions
- Global Missions
- Diaconal Work
- Media Ministries
- Justice Issues
- Diversity and Inclusion
- Leadership Development
- Finance/Accounting
- Advancement
- Information Technology (IT)

Other (please specify)

15. Name your top 2 or 3 areas of current (local, regional, or other) ministry involvement:

First

Second

Third

Diversity and Inclusion Engagement Survey for the Christian Ref. Church

16. In which of the following areas have you served the Christian Reformed Church (currently or formerly)? Check all that apply.

- Deacon at local church
- Elder at local church
- Youth Leader (e.g., GEMS, Cadets, etc.)
- Church Committee member
- Ethnic Advisor at Synod
- Synodical or Classical Delegate
- Agency Board, Denominational Committee, or Advisory Council
- Multiethnic Conference attendee
- Black and Reformed Conference attendee
- SCORR (Synodical Committee of Race Relations) Scholar
- Short Term or Long Term Missions involvement

Other (please specify)

3. Town Hall or Workshop Meetings

17. Are you interested in participating in a regional town hall meeting or workshop with others in the Christian Reformed Church to discuss issues of Diversity and Inclusion?

- Yes
- No

Other (please specify)

Diversity and Inclusion Engagement Survey for the Christian Ref. Church

18. What agenda items would you like to see in such a gathering?

- What the Bible says about diversity and inclusion
- The diversity imperative (why is it important?)
- History of diversity in the CRCNA
- Current efforts at improving diversity... training and beyond...
- Mutual sharing of ideas to raise awareness of the issues
- Listening to the experiences of other churches
- Leadership in the CRCNA... various roles
- Benefits of leveraging differences to benefit the kingdom

Other (please specify)

4. Closing Remarks and Recommendations

19. Do you have any suggestions as to who else should receive this Diversity and Inclusion Survey?

20. What other thoughts, ideas, or suggestions would you like to provide that would benefit the work of Diversity and Inclusion in the Christian Reformed Church?

Thank you for providing your information. You may anticipate hearing from the Diversity and Inclusion Working Group (DIWG) in the coming months with further opportunities to serve and be engaged in ministry in the Christian Reformed Church. Do not hesitate to contact the Diversity team at cwatson@crcna.org if you have any questions or have further input.

Addendum 2 Training and Schedule

Name of course	Content and objective of training	Prime target audience	Who has already been trained	Areas for improvement/modification based on feedback from prior events	Future training schedule 2014-2016	Communications plan for courses
Dance of Racial Reconciliation 1	To recognize, expose, and dismantle racism in all its forms (systemic, cultural, institutional, and personal)	CRCNA Staff, CRC Congregations, and CRC Institutions			2x a year	CRC News, FY Intranet, CRC Race Relations Team Rep.
Dance of Racial Reconciliation 2	Intended to be another contribution toward equipping God's people to work for racial reconciliation. It is designed to deepen what was started with DORR and WTC and give hope to those trying to get at the root causes of racism, to address systemic issues, and to provide a deeper knowledge of racial reconciliation. Its three themes are unity, justice, and reconciliation, along with a section on trauma and cycles of violence.	CRCNA Staff, CRC Congregations, and CRC Institutions			2014 Pilot/ 2x a year	CRC News, FY Intranet, CRC Race Relations Team Rep.
Widening the Circle	WTC is an antiracism workshop used in Canada and specific to Canada. It covers five topics: (1) celebrating our unity and diversity in Christ, (2) faith and culture: our true identity, (3) exploring brokenness in the Canadian context of racism and resistance, (4) exploring self-awareness and structures to identify racism, and (5) steps to wholeness by building relationships and action steps. Focuses on concrete skills to improve our ability to act and react in positive ways across cultural lines. These four concrete skill areas are (1) knowledge, (2) motivation, (3) interpretation, and (4) behavior. Through carefully tailored interactive exercises, participants become aware of their personal life-long journey in Cultural Intelligence, as they build their own capacity to improve their CQ over time.	CRCNA Staff, CRC Congregations, and CRC Institutions			2 x a year	CRC News, FY Intranet, CRC Race Relations Team Rep.
Cultural Intelligence (CQ)	The Church Between Borders workshop is a collaboration among the CRC offices of Social Justice and Race Relations and the Reformed Church in America. It is about (1) how churches can be welcoming presences for immigrants, (2) how churches can help in the struggle immigrants face when they are not able to get documentation for living in the United States, and (3) how churches have the awesome ability to transform that struggle by acting with justice and mercy.	CRCNA Staff, CRC Congregations, and CRC Institutions			4x a year	CRC News, FY Intranet, CRC Race Relations Team Rep.
Church Between Borders	Leadership and Race is a workshop that deliberately pursues inclusion through six tasks: (1) introduction; (2) objectives, expectations, and guidelines; (3) biblical foundations; (4) assumptions; (5) framing the issue; and (6) mountain plan—identifying the journey. This workshop is geared for those in leadership positions.	CRCNA Staff, CRC Congregations, and CRC Institutions			2 x a year	CRC News and Bulletin Announcements
Leadership & Race	This workshop is aimed for parents with kids that are in preschool through 8th grade. It is also for grandparents, Sunday school teachers, those in nursery, and anybody who relates with children in preschool through 8th grade. Raising Racism-Free Children is a three-hour workshop with four areas of focus. The workshop is not a lecture but a dialogue between participants and facilitators that includes creative activities that engage a variety of learning styles.	CRCNA Staff, CRC Congregations, and CRC Institutions			2x a year	CRC News and Bulletin Announcements
Raising Racism-Free Children	The Blanket Exercise, developed by KAIROS following the landmark report of the Royal Commission on Aboriginal Peoples, is an excellent tool that literally walks participants through the history of relationships between Aboriginal and non-Aboriginal peoples in Canada. It helps participants understand why reconciliation is needed and how to take steps toward reconciliation and new relationships.	CRCNA Staff, CRC Congregations, and CRC Institutions			2x a year	CRC News and Bulletin Announcements
Blanket Exercise		CRCNA Staff, CRC Congregations, and CRC Institutions			August 22, 2014 Prior to Pilot Facilitators	CRC News, FY Intranet, CRC Race Relations Team Rep.

Addendum 3

Diversity and Inclusion Working Group (DIWG) - Communications Plan

PURPOSE AND MEMBERSHIP

The Diversity and Inclusion Working Group (DIWG) was assembled and given responsibility for implementing directives of Synod 2013 in response to recommendations from the Diversity in Leadership Planning Group (DLPG).

The DIWG works under the direction of the Diversity Agent (DA), Colin Watson, and is accountable to the Executive Director (ED) of the CRCNA, Steve Timmermans. Its membership consists of leaders within the CRCNA, reflecting the Revelation 7:9-10 vision of diversity.

The existence and work of the DIWG is intended to serve to increase the participation and inclusion of people of color within the CRC and its leadership. The team will be a collaborative group focused on uniting the CRCNA around a shared vision of full inclusion by modeling the behavior and demonstrating the benefits of achieving a fully diverse and inclusive denominational leadership team.

GOALS

The goals of the DIWG are as follows:

1. Develop and execute a work plan in line with synodical directives.
2. Communicate the plan and progress to agency and ministry leaders (Ministries Leadership Council [MLC]).
3. Engage with the wider CRCNA community to ensure that the vision of diversity and inclusiveness is widely embraced.

COMMUNICATIONS

The DIWG needs a communications strategy that will assist in carrying out its purposes and achieving its goals.

AUDIENCES

Important audiences for DIWG communications include the following:

1. Leadership within CRC congregations
2. People of color within the CRC
 - General
 - We would need to include a separate section for young adults. Even if information is relevant for all people in the congregation, there has to be a different mechanism to get information to the younger generation. At times the information will have to be presented in a different way as well.
 - Networks
3. Denominational leadership (e.g., MLC and Canadian Ministries Team [CMT])
4. Denominational staff
5. Denominational boards (including Calvin College and Calvin Theological Seminary)

MESSAGES

Key messages for DIWG communications are as follows:

1. Communicating the desire to unify the CRC around a shared vision of diversity in the CRC [church leadership; people of color; all constituents]
2. Sharing success stories and interest stories that reflect this vision of diversity
3. Highlighting the practical and ministerial benefits of leveraging diversity for the CRCNA [all]
4. Alerting people to upcoming activities and events [people of color; church leadership]
5. Human-relations information such as the diversity scorecard [denominational leadership—MLC]

COMMUNICATIONS CHANNELS

Ways of reaching desired audiences with key messages:

1. Congregational leaders
 - Email to churches—as required or included with Church Announcements (Wednesday)
 - Letter from DA and/or ED—as required
 - “For Pastors” newsletter—weekly, on Thursday
2. Classes
 - Existing diversity teams of classes
3. People of color
 - Email (requires collecting addresses and creating a database)
 - Google site—would enable sharing of information and could include a discussion forum
 - Locate all existing networks and either link to their newsfeeds/blogs/sites or request that they send out information on our behalf (include advertisements in their emails/publications)—for example, Black and Reformed planning committee; annual Multicultural Conference planning team, PRFC network—depending on the content of the information, since this will not be targeting all CRC folks
 - Home Missions Ethnic Ministry Council: Charles Kim, Bob Price, Stanley Jim, et al. for distribution to their networks of people of color.
 - Multiethnic Conference participants
4. Denominational leaders (MLC)
 - Direct communication from the ED and/or director of Race Relations in MLC agendas and monthly meetings
 - Canadian Ministries Team
 - Denominational boards and advisory committees
 - Classis diversity teams
 - Calvin College diversity team
5. Denominational staff
 - All-staff email—as required
 - “FYI” staff e-newsletter—weekly on Monday
6. Young adults
 - Various social and other media

Other communications channels available:

1. CRC News online in the CRC Newsroom and weekly email (Wednesday).
2. *Banner* News section or “Together Doing More” pages—monthly in the print magazine or more frequently in the online *Banner*. Because of the considerable lead time (6-8 weeks) required for a *Banner* story, this would be most useful for general stories that are not time-sensitive.
3. The Network—create a Diversity section on the Network. This could be linked to the Google site to provide a discussion forum for both DIWG members and interested participants or observers from outside the group.
4. Webpage on CRCNA website—develop a webpage with vision statement, resources, links to events/conferences, ways to get involved, etc.
5. New people of color database—consider getting input from people of color during upcoming activities and events about additional effective ways for the DIWG to communicate with them.
6. Social media—either the CRCNA Facebook page or its own page—Twitter and Instagram get used quite a bit (almost more than Facebook these days—at least with our younger audiences).
7. Diversity champions—it would be important for champions to be identified within congregations, institutions, organizations, etc. So much of this has to be relational. It could be one person who has a passion for diversity and is willing to get information out to his/her church community, or it could be a small team of people willing to do this. Diversity champions do not need to be persons of color; they need to be people who are passionate about being a part of this conversation, who are willing to bring others along to participate, and who continue to learn along with the rest of us. Of course, it would be helpful to get people of color on board with the promotion as well.
8. Talented communicators, promoters—we have very talented people working in this denomination, specifically in the area of design. We can come up with posters, brochures, or information cards that can be sent out to leaders in churches/youth group directors/champions who will promote on our behalf. We (along with diversity champions or others willing to serve in this capacity) can set up recruitment tables/info meetings at different churches/institutions—any way to get information in someone’s hands and possibly have a face-to-face conversation. Email announcements are a good start, but there has to be something as a follow up.
9. Video clips—mpeg files that can be sent to churches/institutions to be used as part of their promotion. This would take time, effort, and funds, but if we were to create something that captured the overall vision/mision with an invitation for participation, it could be used in a number of settings and used a number of times. The idea would be to create something that wouldn’t “expire.”
10. Identify all other networks available to and used within the CRCNA.

GENERAL OBSERVATIONS & SUGGESTIONS

Though the work of the DIWG is primarily internal—that is, within the denominational structure—it also seeks to engage with the broader CRC

community in order to gather information and to share its vision of diversity and inclusiveness. This suggests two different styles of communication.

Internally, DIWG needs to report regularly on its activities and progress, both vertically—up the line to senior leadership for purposes of information-sharing and accountability—and horizontally—to denominational staff for purposes of understanding and buy-in. It can do this through regular reports delivered either in person to CRCNA leadership meetings such as MLC and the Board of Trustees, or by email and/or “FYI” to CRCNA staff.

Externally, DIWG needs to be able to speak to a broader constituency of people of color within the CRC and to CRC congregational leaders and members. It will be important to put messages in context: “What does it mean to me and my church?” This can be done through targeted emails as well as via the Network, CRC News, and occasionally *The Banner*.

Addendum 4

Diversity Scorecard and Metrics¹

Scorecard and Metrics Team² — February 2014

The principal task of this team is to gather agency and departmental reports regarding diversity, identify key metrics, and present a recommended format to DIWG for adoption by the Executive Director and the MLC.

CRCNA Synodical and Denominational Boards (BOT, Agencies, and Educational Institutions)³—Reporter: Synodical Services

1. Measure: Ethnic/racial diversity of synod
Definition: Percentage of delegates who are ethnic minorities at synod
Target: At least 25% by 2016
Frequency of reporting: Once a year
2. Measure: Ethnic/racial diversity of denominational boards
Definition: Percentage of board members who are ethnic minorities on denominational ministry boards including (and limited to) agency and educational boards, including the Board of Trustees
Target: At least 25% by 2016
Frequency of reporting: Once a year

CRCNA Staff⁴ (All Levels) and Leadership (Levels 16 and above)—

Reporter: Human Resources

3. Measure: Level of ethnic/racial diversity in CRCNA staff
Definition: Percentage of staff positions on the CRCNA payroll (all levels 5-20) currently filled by people of color

¹ All goals will be continually tested to ensure that they are appropriate, realistic, and move the CRCNA forward.

² Team members include Jeanne Kallemeyn, Jeff Sajdak, and Colin Watson.

³ Encourage classes to adopt goals in keeping with their unique geographies and communities.

⁴ Includes staff of agencies and educational institutions.

Target: At least 25% by June 2017

Current Actual: 17.2% (70 of 407 positions) on 12/31/2014

Frequency of reporting: Twice a year

4. Measure: Level of racial diversity in CRCNA staff leadership
Definition: Percentage of staff leadership positions on the CRCNA payroll (level 16 or above) currently filled by people of color
Target: At least 25% by June 2017
Current Actual: 15.8% (6 of 38 positions) on 12/31/2014
Frequency of reporting: Twice a year

Human Resources (HR) Policies and Procedures/Training—Reporter:
Human Resources

5. Measure: HR policies and procedures are intentionally welcoming of people of all ethnicities. Position descriptions contain no implicit bias.
Definition: All new position descriptions and all policy changes are reviewed annually by a diverse HR team.⁵
Target: 100% of new positions and all policy changes reviewed by HR committee
Frequency of reporting: Once a year
6. Measure: Members of all hiring committees reflect desired diversity
Definition: Percentage of all hiring related committees (i.e., search teams, interview teams, et al.) that are ethnic minorities
Target: At least 25% by June 2015
Frequency of reporting: Twice a year
7. Measure: Training (CRCNA staff)—Each staff member is expected to participate in at least one diversity related experience per year.⁶
Definition: Percentage of staff members who participated in diversity training in the past 12 months
Target: 75% by June 2015; 100% by June 2016
Frequency of reporting: Quarterly

Agency and educational institution specific measures—Reporter: Agencies

8. Measure:
Definition:

To be supplied by the agencies/educational institutions...
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Target:
Frequency of reporting: At least twice a year
9. Measure: Ever-improving diversity climate and attitudes throughout the CRCNA
Definition: Measures of diversity climate and attitude—e.g., Miville-Guzman Universality-Diversity Scale - Short Form (M-GUDS-S) used by Calvin Theological Seminary (CTS), or similar measure
Frequency: Once a year

⁵ This HR team is appointed by MLC.

⁶ This includes DORR, Widening the Circle, DORR-2, Cultural Intelligence, Blanket Exercise, et al. Other options for this training experience are under development.

Partners for Racism-Free Community (PRFC)—Reporter: Race Relations

10. Measure: Becoming a racism-free community

Definition: Progress toward becoming a member of Partners for Racism-Free Community (PRFC)

Target: Become a Level 1 PRFC partner by June 2015

Frequency of Reporting: Quarterly

Communications and Database Development—Reporter: Diversity and Inclusion Working Group (DIWG)⁷

11. Communications—develop and implement Diversity communications plan

a. At least one story/message per month in *The Banner* or *CRC News*

b. Create new website/aggregate web address (e.g., diversity.crcna.org) by March 1, 2015

c. Ever increasing (quantifiable) web traffic to site

Frequency of reporting: Quarterly

12. Regional workshops—fully engage minority and racial groups

a. At least three workshops/conferences per year (in different geographical regions), each led primarily by ethnic minority churches but to which the broader CRCNA community is invited (focus is on ministry, but includes segments on board and classis participation)

b. Consider providing partial funding to facilitate at least three workshops per year—potential conveners apply for funding using a model similar to that used by Sustaining Congregational Excellence (SCE)

Frequency of reporting: Twice a year

13. Ethnic leadership database—build a database of current and potential leaders in the CRCNA

a. Goal: 300 persons by June 30, 2015—then growing by at least 100 persons per year.

b. Ensure database is well maintained and is accurate and updated

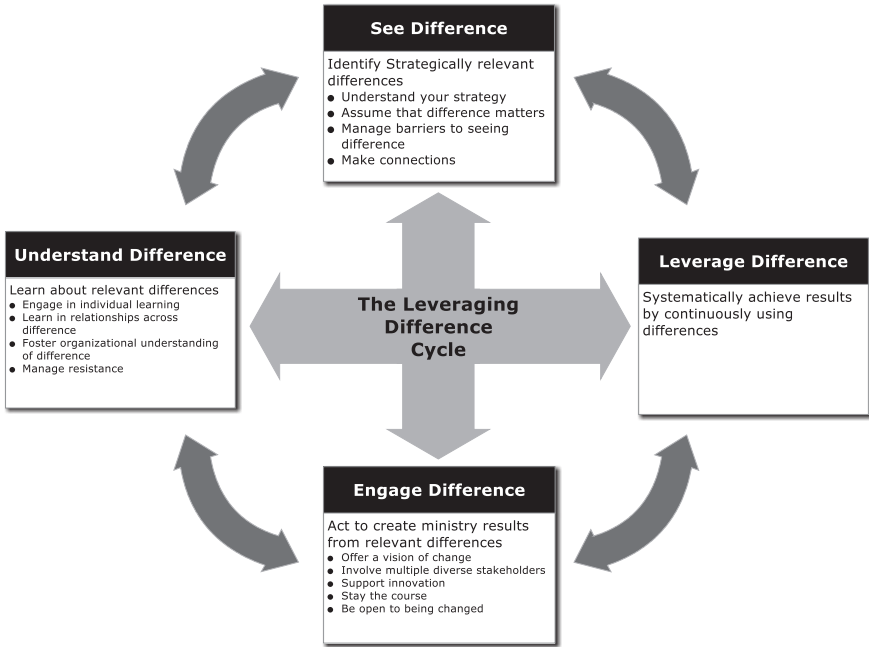
c. Ensure database is well used by agencies, educational institutions and (ultimately) churches (metric: number of inquiries, number of opportunities granted)

d. Migrate the database to the Salesforce platform to further expand its potential use

Frequency of reporting: Quarterly

⁷ These additional measures will be reformatted to be in Scorecard format.

Addendum 5 The Leveraging Difference Cycle



—Adapted from *The End of Diversity as We Know It* by Martin N. Davidson; Barrett-Koehler Publishers, Inc.