

the way we think

CULTURAL

LANGUAGE | ETHNICITY | COGNITIVE | ENVIRONMENTAL
DIFFERENCES | WORK STYLE | THINKING STYLE | CLASS |
RELIGION | GENDER | SEXUAL ORIENTATION |

WORK STYLE | LEARNING STYLE

the way we do things

PROCESSES

PERFORMANCE MANAGEMENT | FAMILY-FRIENDLY
TEAMWORK | INNOVATION

the way we are

HUMAN

DEMOGRAPHICS | GENDER | PERFORMANCE
MARITAL STATUS | AGE | EXPERIENCE |

DEMOGRAPHICS | IDENTITY

Diversity + Inclusion Strategic Plan

2012–2014

ASAE's Diversity + Inclusion Commitment
made possible by

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Prepared by Ibis Consulting Group

www.asaecenter.org/diversity

asae
The Center for Association Leadership



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Dear Colleagues:

We are pleased to present ASAE's 2012–2014 Diversity + Inclusion (D+I) Strategic Plan. This plan is the result of a collective effort between staff and ASAE's Diversity + Inclusion Committee to chart the direction ASAE's diversity practices will take in the immediate future and throughout the next three years.

The planning process generated many ideas and approaches that build on ASAE's 2007 Diversity Plan. It highlighted the many D+I strengths that ASAE has: new research on inclusive practices in associations; advocacy efforts to engage underrepresented groups; and a skilled network of D+I practitioners to help staff, volunteer leaders, and members leverage diversity in their work.

The result is an ambitious agenda that is practical in nature. As we look to 2012, we find ourselves in a strong position. We have made substantial progress in the last few years, guided by our 2007–2008 Diversity Strategic Plan. We launched the first Diversity Summit for associations, hired a full-time Director of Diversity and Inclusion, conducted an organizational culture audit, launched our first all-staff training series, improved internal and external communications, and repositioned the Diversity Executive Leadership Program (DELP) to be an even more effective tool for career advancement. ASAE also introduced its first D+I conference and three years of academic research on D+I.

We also recognize there is more work to be done and there are many opportunities articulated in this plan that define the framework for ASAE to build an exciting future. On behalf of all of us who support this plan, thank you for your interest and support of ASAE's commitment to diversity + inclusion. ASAE is your organization, and your active involvement is essential.



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President and CEO
ASAE



Alexis Terry
Director, Diversity + Inclusion
ASAE



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Chair
ASAE Diversity + Inclusion Committee



Stanley Bissey
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ASAE Diversity + Inclusion Committee



ASAE's Diversity Statement

In principle and in practice, ASAE values and seeks diverse and inclusive participation within the field of association management. ASAE promotes involvement and expanded access to leadership opportunity regardless of race, ethnicity, gender, religion, age, sexual orientation, nationality, disability, appearance, geographic location, or professional level.

The organization will provide leadership and commit time and resources to accomplish this objective while serving as a model to other associations engaged in such 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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MARITAL STATUS | SEX | RACE | ETHNICITY | AGE
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Diversity + Inclusion Strategic Plan 2012–2014 Overview

As ASAE charts its course for the next three years, we find ourselves in a strong position. We have made substantial progress in the last few years, guided by our Strategic Plan for 2007–2008. We launched the first Diversity Summit for associations, hired a full-time Director of Diversity + Inclusion, conducted an organizational culture audit, launched our first all-staff training series, improved internal and external communications, and are repositioning the Diversity Executive Leadership Program (DELP) to be an even more effective tool for career advancement. ASAE also introduced its first D+I conference and three years of academic research on D+I in associations. To learn more about ASAE's D+I research or its outcomes, please visit www.asaecenter.org/diversity.

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As we look ahead, this strategic plan will guide our diversity and inclusion scope of work over the next three years, moving ASAE from D+I advocate to active leader in the association and nonprofit community. The plan focuses in four key areas.

- 1. Business Case:** Demonstrate why diversity + inclusion are a business imperative for the association community.
- 2. Integration:** Align D+I with ASAE's strategic focus and integrate D+I into functional areas and member segments.
- 3. Cultural Competence:** Increase D+I research and educational resources offerings for ASAE's staff, volunteer leaders, and members.
- 4. Membership:** Define and implement a strategy to recruit and retain more members from identity-specific membership associations and establish pathways for greater involvement.



The Four Key Focus Areas

1. **Business Case:** Demonstrate why diversity + inclusion are a business imperative for the association community.

ASAE will focus on clarifying the ways in which diversity and inclusion benefit the association community. Leveraging the research generated by the ASAE Foundation and other resources, ASAE will create an outcomes-oriented case for diversity and inclusion. Data and resources will be provided to help members more clearly articulate the connections between D+I and their organizational goals.

Recommended Action Steps

- Build on existing research to develop an outcome-oriented case for diversity + inclusion in associations, including distinct definitions of diversity and inclusion.
 - Disseminate the case for diversity and inclusion in the association community.
 - Create and disseminate online resource to assist member associations in establishing their own case for diversity + inclusion.
2. **Integration:** Align D+I with ASAE's strategic focus and integrate D+I into functional areas and member segments.

ASAE understands that D+I can help advance organizational goals if it becomes a central (not separate) part of the organization's focus. Over the next three years, ASAE will continue to integrate D+I into its programs, functional areas and member segments in order to be better positioned to advance its objectives and develop tools and skills to serve the broader association community.



For example, integration can support ASAE's international growth, its expansion in the Greater Washington market, and its appeal to small staff associations.

Recommended Action Steps

- Assist volunteer leaders and key groups in advancing D+I goals and practices (e.g. Fellows, committees, board).
- Identify opportunities to integrate D+I into each of ASAE's functional areas and professional practices, (i.e. speaker recommendations, workshops, policies and procedures, etc.).
- Continue integration of D+I into ASAE's HR policies and practices and supplier relations.

3. **Cultural Competence:** Increase D+I research and educational resources for ASAE's staff, volunteer leaders, and members.

Long-term success for ASAE and other associations rests on the ability to connect with and deliver value to a wide spectrum of association professionals. With this in mind, our goal for the next three years is to increase the breadth and depth of research and resources to build the capacity and cultural capability of staff, volunteer leaders, and members to leverage diversity in their work.

Recommended Action Steps

- Define a D+I learning strategy and resources relevant to ASAE's volunteer leadership.
- Continue to offer training and resources for ASAE supervisors and staff thereby helping assist volunteers, and members integrate D+I into their work.
- Continue to conduct and disseminate new D+I research.
- Develop one new D+I resource for members, perhaps in partnership with one or more organizations.



- Partner with BoardSource to develop curriculum for a board diversity leadership program to equip diverse groups of association professionals with the content and confidence necessary to serve as effective members of an association board of directors. Leverage Consultant Section Council and key stakeholders in a pilot program.
4. **Membership:** Define and implement a strategy to recruit and retain more members from identity-specific membership associations and establish pathways for greater involvement.

In order to grow and diversify its membership, ASAE is committed to increasing its reach and relevance among CEOs and association staff professionals in key identity groups (e.g. LGBT, disability, people of color, young professionals, etc). To that end, identity-specific associations are an important and largely untapped source for ASAE.

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Identity-specific associations are membership-based nonprofits with missions to serve specific identity groups. Examples include the Asian American Bar Association; National Black Association for Speech-Language, and Hearing; National Association of Hispanic Journalists; Association of American Indian Science and Engineering Society; National Association of the Deaf, etc.

Identity-specific associations can serve as ASAE's pipeline to additional members, volunteers, customers, funders, and/or content leaders. Imagine what might be possible if ASAE reached and engaged key identity-specific associations in opportunities to advance the profession while also raising their organizational profiles and developing their members' professional skills. That is the idea behind this goal.



In light of the unique and important convener role that identity-specific associations play among key demographic segments, our goal is to better understand their organizational needs and pursue opportunities to collaborate and be a service provider or professional resource, thereby expanding and deepening ASAE's reach, relationships, and revenue opportunities.

In order to retain a diverse membership, ASAE will establish avenues for involvement that resonate with more diverse pools of members. In doing so, ASAE and the profession at large will benefit from a richer mix of ideas, perspectives and life experiences that expands our thinking and our possibilities.

Recommended Action Steps

- Continue to ask members to complete voluntary demographic profile.
- Conduct demographic analysis of ASAE membership and market segmentation study to identify and prioritize where ASAE needs to focus recruitment and retention efforts.
- Design recruitment/retention blueprint to increase number of new members from identity-based associations.
- Expand outreach, input, visibility, and contribution opportunities for underrepresented groups in ASAE's membership (broadly defined to include ASAE's YP members, LGBT, disability, and people of color).
- Research the implications of forming Affinity Groups for ASAE members.

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Timeframe

GOAL	MILESTONES 2012	MILESTONES 2013	MILESTONES 2014
1. Demonstrate why diversity + inclusion are a business imperative for the association community.	<ul style="list-style-type: none"> Develop an outcomes-oriented business case for D+I in associations and a definition of inclusion. Test messages with staff and volunteer leaders. Collect models/samples of 4-6 associations using their "case for D+I" to achieve their desired outcomes. 	<ul style="list-style-type: none"> Publish/disseminate the "case for D+I in associations" and work with Marketing to support it with a D+I awareness campaign. Create an online resource to assist member associations in getting started in establishing their own "case for D+I". 	<ul style="list-style-type: none"> Disseminate online resource to assist member associations in getting started in establishing their own "case for D+I" and assess utility.
2. Align D+I with ASAE's strategic focus and integrate D+I into functional areas and member segments.	<ul style="list-style-type: none"> Develop D+I content resources to enhance the practical connection to functional areas of association management, (e.g. governance, membership, HR, marketing, meetings). Work in partnership with the Chief Volunteer Relations Officer to identify opportunities to integrate D+I into practices of volunteer recruitment, selection, and work processes. Work with ASAE's Board Chair and/or Leadership Committee to apply a D+I lens to ASAE's board recruitment and selection practices. Work in partnership with the Fellows to define a strategy for achieving their diversity goals (e.g. perhaps it's applying D+I lens to their nomination, recruitment and/or selection practices, etc.). 	<ul style="list-style-type: none"> As part of budgeting and planning, work with departments to integrate D+I into ASAE goals and work plans. Determine what will be measured and establish accountabilities. Increase D+I considerations during ASAE's annual meeting (i.e. speaker recommendations, workshops, photos, entertainment, etc.). Work with the Chief Volunteer Relations Officer to incorporate D+I education into the volunteer leadership retreat. Work in partnership with the Fellows to determine what will be measured and establish accountabilities. 	<ul style="list-style-type: none"> Execute internal accountability plan for integrating D+I into ASAE goals and work plans. Assess diversity composition of ASAE's volunteer leadership, plus utility of education for volunteer leaders. Work in partnership with the Fellows to execute accountability plan for advancing their D+I goals and work plans.

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RELIGION | BELIEFS | CONVICTIONS |
WORK STYLE | LEARNING STYLE

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TEAMWORK | INNOVATION

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DEMOGRAPHICS | IDENTITY

Timeframe continued

GOAL	MILESTONES 2012	MILESTONES 2013	MILESTONES 2014
3. Increase D+I research and educational resources for ASAE's staff, volunteer leaders, and members.	<ul style="list-style-type: none"> Conduct and disseminate new research (topics TBD) Disseminate talent management resources to supervisors via Staffernet. Work with Chief Administrative Officer to build momentum on training and education for staff and supervisors based on Executive Team priorities for desired organizational behaviors. Launch Washington, DC pilot board diversity leadership program for a diverse group of 30 association professionals; assess satisfaction. 	<ul style="list-style-type: none"> Conduct and disseminate new research (topics TBD). Disseminate D+I governance articles and resources to ASAE board via SharePoint. Work with Chief Learning Officer to embed D+I into additional ASAE educational offerings (e.g. HR, governance, etc.). Prepare diverse groups of 75 association professionals in board diversity leadership program; assess satisfaction. Assess impact of 2012 DC pilot board diversity leadership program. 	<ul style="list-style-type: none"> Conduct and disseminate new research (topics TBD) Host D+I public event at a Hyatt property (outcomes and format TBD) Assess impact of 2013 board diversity leadership program. Pilot an online platform that offers associations access to a pipeline of prepared board prospects. Create an online resource to assist member associations in getting started in establishing their own board diversity leadership program.
4. Define and implement a strategy to recruit and retain more members from identity-specific membership associations and establish pathways for greater involvement.	<ul style="list-style-type: none"> Conduct demographic analysis and market segmentation study to identify where ASAE needs to focus recruitment and retention efforts. Ask members to complete voluntary demographic profile. Establish plan to reach and engage target list of identity-specific associations that are currently outside ASAE membership. 	<ul style="list-style-type: none"> Execute outreach strategy to increase membership from ASAE's targeted list of identity-specific organizations as ASAE connectors to potential new members (i.e. under 30 years of age, disability community, LGBT, race/ethnic groups, etc.). 	<ul style="list-style-type: none"> Track changes in the number of members from ASAE's targeted list of identity-specific organizations (i.e. members, writers, content leaders, volunteers, etc.). Track changes in composition of ASAE membership. Research the implications of forming Affinity Groups for ASAE.

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