



***DIVERSITY STRATEGIC
ACTION PLAN
2016-2020***



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About The Arc



Introduction

As the nation's leading advocate and largest provider of programs, services and supports for people with intellectual and developmental disabilities (I/DD) and their families, The Arc is committed to ensuring ALL communities view The Arc as an organization that is responsive to their needs. To fulfill this commitment, The Arc must be strongly committed to diversity in all aspects of our work and must be a culturally competent organization.

The Arc's commitment to diversity dates back at least to 1992, when a resolution was adopted by the Chapter Delegates calling on The Arc to pay greater attention to the "increasing diversity within our country that needs to be reflected in our organization." (Report of the Minority Affairs Committee of The Arc, 1993) At that time, The Arc began exploring ways to ensure that leadership and staff within our chapter network reflected the diverse communities in which we serve. Subsequently, at least as early as 2000, The Arc included a statement on Diversity among its Core Values.

More recently, in 2008-2010, The Arc participated in a collaborative effort with TASH and the National Center for Cultural Competence, to explore issues of diversity and cultural competence within the disability community and to develop tools to support organizations in assessing and improving their performance in this area. Following up on this work, in December 2012 the Board of Directors of The Arc established a

Committee on Diversity and charged it as follows:

The Committee will provide a forum to research, monitor, discuss, and address national diversity issues and trends and their impact on The Arc at all levels, as well as the relevance and effectiveness of The Arc in an increasingly diverse society. The Committee will also explore how best to encourage and facilitate diversity at all levels of The Arc in leadership, workforce, membership, and among the individuals and families with I/DD that we serve and other facets of the work of the organization.

After empaneling the new committee in May 2013, The Arc sought and, in late 2013, was successful in obtaining a grant from the MetLife Foundation to support our efforts to become a culturally competent, inclusive organization and chapter network and to ensure the services and supports we provide are accessible to a diverse community. This funding allowed The Arc to create a new position for a Manager, Diversity and Cultural Competence, and to provide greater support and assistance for the Committee's work.

Over the past eighteen months, the Committee on Diversity and The Arc's national staff have led the organization through a period of study, learning, and self-assessment. With assistance from the National Center on Cultural Competence of Georgetown University, the Committee immersed itself in learning about the many dimensions

of diversity, as well as frameworks for understanding cultural competence. It also explored best practices in diversity and cultural competence observed in corporate America, local chapters of The Arc, and other non-profits and researched perspectives on disability in diverse ethnic communities. The Arc also collected baseline data about the diversity of our Board of Directors and staff, and conducted a survey of chapters to collect demographic and other data relevant to understanding diversity and cultural competence across the chapter network.

The Committee's work affirmed that diversity and cultural competence are critical to the long term success of The Arc in an increasingly diverse society. It articulated the following as an Organizational Imperative:

A diverse, culturally competent organization will increase effectiveness, credibility and transparency by expanding our capacity to create impact in the development and implementation of programs, to provide resources and support, to influence public policy, and to advocate for the needs of a diverse local and international I/DD constituency.

Engaging with colleagues, partners and people with disabilities of diverse backgrounds is critical to our ability to achieve our organizational mission, and this can best be accomplished by:

- ▶ Establishing and maintaining an inclusive service network that reflects the characteristics of the communities we serve and values diversity at all levels of the organization — its leadership (board), its administration and service staff, and its volunteer network;
- ▶ Valuing the perspectives and beliefs of all employees adhering to the belief that this level of diversity adds to the richness of our organizational culture; and
- ▶ Applying standards to how we operate that support and affirm the equal dignity and rights for all.

The Committee on Diversity has built a foundation upon which to prioritize diversity and inclusion within The Arc. As we look ahead, this Diversity Strategic Action Plan will guide our work on diversity, inclusion and cultural competence over the next 5 years, moving The Arc from a supporter of diversity efforts to a leader in the I/DD and nonprofit community.

Diversity and The Arc's Core Values

The Arc has adopted, and periodically revises, *Core Values and Guiding Principles* to guide the organization. The Core Values include statements which are particularly relevant to diversity and cultural competence, as follows:

Mission Statement

The Arc promotes and protects the human rights of people with intellectual and developmental disabilities and actively supports their full inclusion and participation in the community throughout their lifetimes.

Diversity: The Arc believes that society in general and The Arc in particular benefit from the contributions of people with diverse personal characteristics (including but not limited to race, ethnicity, religion, age, geographic location, sexual orientation, gender and type of disability).

People First: The Arc believes that all people with intellectual and developmental disabilities are defined by their own strengths, abilities and inherent value, not by their disability.

Community: The Arc believes that people with intellectual and developmental disabilities belong in the community and have fundamental moral, civil and constitutional rights to be fully included and actively participate in all aspects of society.

Diversity Vision

Our vision is for The Arc to be a diverse and culturally competent organization, capable of serving people with I/DD and their families in an increasingly diverse, multi-cultural society. Our boards of directors, executives, and staff are composed of individuals who are representative of the diversity that exists in the communities they serve. Our advocacy, programs, services, and supports are relevant and accessible to persons of different races, ethnicity and other dimensions of diversity.

We are leading the way promoting diversity and cultural competence among organizations that serve people with disabilities and their families, in the disability community and in the larger nonprofit sector.



Diversity Strategic Action Plan

Summary of Goals

GOAL 1

The Arc will be a leader in diversity in the disability community.

GOAL 2

The Arc's state and local chapters will be recognized as preferred providers of services and supports to diverse communities.

***Diversity** is the existence of many unique individuals in the workplace and community. This includes men and women from different nations, cultures, ethnic groups, generations, backgrounds, skills, abilities, and all the other unique differences that make each of us who we are.*



Goal 1- Strategies and Tactics

GOAL 1 | THE ARC WILL BE A RECOGNIZED LEADER IN DIVERSITY IN THE DISABILITY COMMUNITY.

Strategy 1: Articulate The Arc's commitment to diversity to key stakeholders in the I/DD community.

Tactic 1: The Arc will widely disseminate this Diversity Strategic Action Plan throughout the disability community, including to all chapters of The Arc.

Tactic 2: The Arc will produce and disseminate an Annual Diversity Report.

Tactic 3: The Arc will convene a Diversity Advisory Council with participation from internal and external stakeholders to monitor progress on the strategic action plan.

Tactic 4: The Arc will include its Diversity Strategic Action Plan in affiliation materials.

Tactic 5: The Arc will regularly reinforce its commitment to diversity in communications to chapters.



Goal 1- Strategies and Tactics

Tactic 6: The Arc will increase the use of diverse images in all marketing materials.

Tactic 7: The Arc will provide diversity consultation to state and local chapters.

Tactic 8: The Arc will create an infrastructure to collect data on diversity and inclusion.

Inclusion means: a work environment where everyone has an opportunity to fully participate in creating business success, and where each person is valued for his or her distinctive skills, experiences, and perspectives. Inclusion is also about creating a community where The Arc connects everyone and everything through our products, services, and our winning workforce.

Strategy 2: Increase the diversity of The Arc's Board of Directors to be representative of the community in which we work.

Tactic 1: The Arc biennially will assess the diversity of the Board of Directors and will develop and pursue diversity recruitment goals, as needed, to compose a board that can lead The Arc in meeting the needs of a diverse I/DD community.

Tactic 2: The Arc will create a list of potential board members from diverse backgrounds, establish contact, and build awareness of The Arc.

Tactic 3: The Arc will hold regular education sessions on diversity and cultural competence with the Board.

Strategy 3: Increase the diversity of The Arc's management and staff to be representative of the community in which we work.

Tactic 1: The Arc annually will assess the diversity of the staff of the organization.



Goal 1- Strategies and Tactics

Tactic 2: The Arc will conduct ongoing cultural competence education with staff.

Tactic 3: The Arc will place all job notices in newspapers or on websites targeting diverse communities.

Tactic 4: The Arc will create a cross-functional diversity team to monitor progress on diversity.

Tactic 5: The Arc will develop and implement a diverse candidate slate policy.

Strategy 4: Increase outreach to minority communities and build awareness of the services and supports available from The Arc.

Tactic 1: The Arc will gather best practices on current outreach strategies.

Tactic 2: The Arc will cultivate working relationships with minority-led organizations and those organizations serving predominantly minority communities.

Goal 1- Strategies and Tactics

Tactic 3: The Arc will conduct focus groups with diverse communities to ascertain views on The Arc and its services.

Tactic 4: The Arc will identify and recruit as chapters organizations that serve a predominantly minority I/DD community.

Tactic 5: The Arc will identify and recruit a network of volunteers from diverse communities and involve them in establishing and sustaining our relationships in their communities.

Linguistic Competence is the capacity of an organization and its personnel to communicate effectively, and convey information in a manner that is easily understood by diverse groups including persons of limited English proficiency, those who have low literacy skills, individuals with disabilities, or those who are deaf or hard of hearing.



Goal 1 - Strategies and Tactics

Strategy 5: Increase the accessibility of The Arc's programs and services to diverse populations.

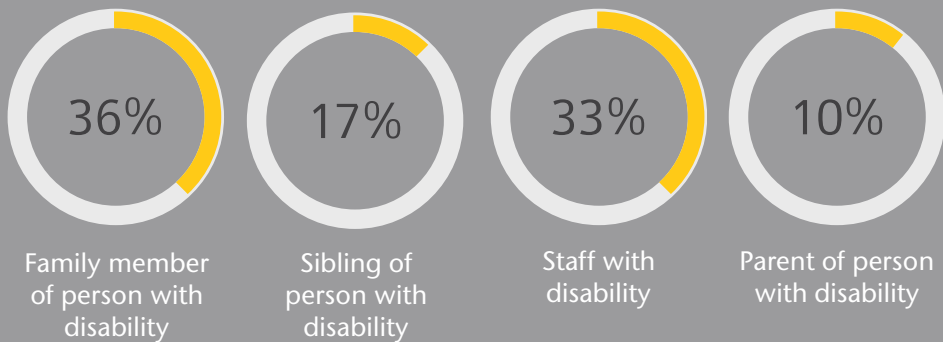
Tactic 1: New and existing programs will translate key documents into several languages.

Tactic 2: The Arc website will have translation capability.

Tactic 3: Each program will develop and implement a strategy for outreach to diverse communities.

DISABILITY AND THE ARC STAFF - 2014

A demographic assessment of The Arc staff reveals staff connections to disability



BENCHMARKING COMPARISON: THE ARC AND U.S. NONPROFITS - 2014

In 2014, The Arc compared the demographics of their staff to those in non-profits in DC/MD/VA, NYC, and environmental organizations.

	THE ARC OF THE U.S.	DMV NON-PROFITS	NYC NON-PROFITS	ENVIRONMENTAL ORGANIZATIONS
MALE	16.3	32.1	32.0	44.5
FEMALE	83.7	67.9	68.0	55.5
WHITE	69.4	49.2	36.0	84.0
MINORITY	30.6	50.8	64.0	16.0
LEADERSHIP TEAM - FEMALE	81.8	62.0	63.0	51.1
LEADERSHIP TEAM - MINORITY	0	41.8	52.0	11.3

Goal 1- Key Metrics

KEY METRICS:

- 1 Percentage of board members who are racially/ethnically diverse.
- 2 Percentage of staff members, at each level, who are racially/ethnically diverse.
- 3 Number of relationships with diverse organizations.
- 4 Number of pages (print or web) of materials in other languages.
- 5 Number of board and staff training programs conducted.
- 6 Percentage of favorable responses to evaluation surveys after board and staff training sessions.
- 7 Five-year change in responses to *Cultural and Linguistic Competence Assessment for Disability Organizations* compared to 2015 baseline.



Goal 2- Strategies and Tactics

GOAL 2 | THE ARC'S STATE AND LOCAL CHAPTERS WILL BE PREFERRED PROVIDERS OF SERVICES AND SUPPORTS TO DIVERSE I/DD COMMUNITIES.

Strategy 1: The Arc will actively support state and local chapters to develop and articulate their commitment to diversity to the I/DD community.

Tactic 1: The Arc will develop and provide a Diversity Toolkit to support state and local chapters to create their own Diversity Strategic Action Plan and to monitor progress in implementing the plan.

Tactic 2: The Arc's Web Service will create a template to support state and local chapters creating a web presence for their vision for diversity and inclusion.

Tactic 3: The Arc will provide diverse images of people with I/DD to state and local chapters for inclusion in local marketing materials.

Tactic 4: The Arc will establish a mechanism to recognize excellence in diversity among our state and local chapters and among external stakeholders.



DIMENSIONS OF DIVERSITY

The Committee on Diversity identified the following personal characteristics as dimensions of diversity. The focus of this Diversity Strategic Action Plan is on race and ethnicity.

- 1 Race
- 2 Ethnicity
- 3 Gender identity or expression
- 4 Sexual orientation
- 5 Disability status and type
- 6 Relationship to persons with disabilities (e.g. parent, sibling, friend)
- 7 Religion/spirituality
- 8 Political party, views, ideology
- 9 Viewpoint on disability issues
- 10 Languages spoken
- 11 Country of origin
- 12 Military service
- 13 Socio-economic status
- 14 U.S. territories
- 15 Tribal communities
- 16 Geographic locale (e.g. urban, rural, suburban, frontier)
- 17 Educational level attained
- 18 Age

Goal 2- Strategies and Tactics

Tactic 5: The Arc will pursue funding from philanthropic sources to support building diversity and cultural competence within our state and local chapters, including providing sub-grants to chapters where possible.

Tactic 6: The Arc will provide education on diversity and cultural competence at the National Convention, the NCE Summer Leadership Institute, and through other leadership development programs.

Tactic 7: The Arc will create a peer learning community among chapters to support chapters working together to advance diversity and cultural competence in the network.

Strategy 2: The Arc will actively support state and local chapters to increase the diversity of their boards to be reflective of the diversity of the community in which they work.

Tactic 1: The Arc will provide language for the board prospectus of state and local chapters that supports efforts to create a diverse board.

Tactic 2: The Arc will develop and provide a Diversity

Goal 2- Strategies and Tactics

Toolkit for state and local chapters to assess their board demographics and identify outreach goals.

Tactic 3: The Arc will develop and provide a Diversity Toolkit for state and local chapters to support the identification of potential board members from diverse backgrounds and pinpoint tactics to establish contact and build awareness of The Arc.

Tactic 4: The Arc will develop diversity and cultural competence education sessions for chapters to engage in with their boards.

Strategy 3: The Arc will actively support state and local chapters to increase the diversity of the management and staff to be representative of the community in which we work.

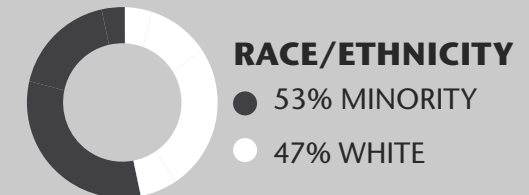
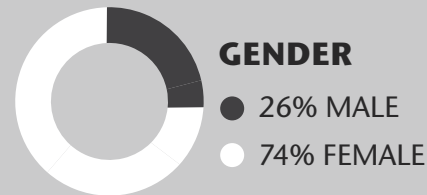
Tactic 1: The Arc will develop and provide a Diversity Toolkit for state and local chapters to conduct a self-assessment to identify opportunities to improve on diversity and cultural competence.

Tactic 2: The Arc will provide a Diversity Toolkit for state and local chapters on best practices in sourcing and hiring diverse candidates.

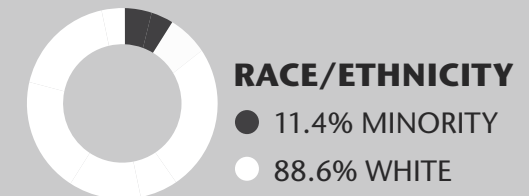
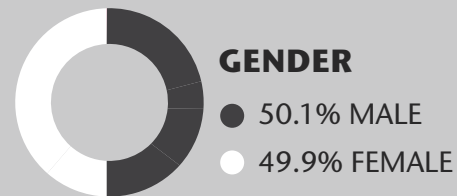
DATA FROM THE CHAPTER DIVERSITY ASSESSMENT SURVEY

In 2015, The Arc developed a survey for chapters to assess the diversity of their organizations. 86 chapters shared demographic information on their staff, boards, and the clients they serve.

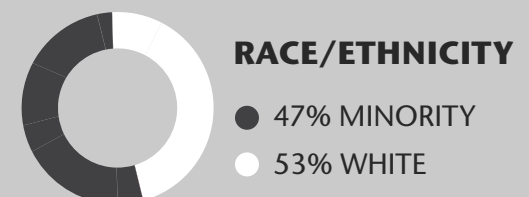
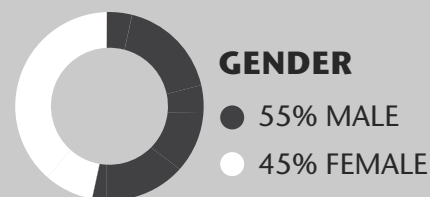
STAFF DIVERSITY



BOARD DIVERSITY



DIVERSITY OF PEOPLE SERVED



Goal 2- Strategies and Tactics

Tactic 3: The Arc will provide a Diversity Toolkit for state and local chapters on establishing and implementing a diverse candidate slate policy.

Tactic 4: The Arc will provide a Diversity Toolkit to state and local chapters on creating a cross-functional diversity team to monitor progress on diversity.

Tactic 5: The Arc will develop and provide training modules to state and local chapters to implement diversity training programs to support an inclusive culture.

Tactic 6: The Arc will conduct webinars on diversity / cultural competency challenges in the I/DD community.

Tactic 7: The Arc will reconstitute the Committee on Diversity as a Diversity Working Group composed of chapter representatives to monitor engagement, inform the work at National, and determine needed tools and resources.

Tactic 8: The Arc will conduct diversity workshops at state and local conventions/conferences.



Goal 2- Strategies and Tactics

Strategy 4: The Arc will actively support state and local chapters to increase outreach to minority communities to increase utilization of their programs and services.

Tactic 1: The Arc will develop and provide a Diversity Toolkit to guide and support state and local chapters to conduct outreach to diverse communities.

Tactic 2: The Arc will create a Diversity Toolkit for state and local chapters to learn to hold focus groups with diverse communities to ascertain views on The Arc and its services.

Tactic 3: The Arc will develop Diversity Toolkit for state and local chapters to guide them in creating a network of volunteers from diverse communities and involving them in establishing and sustaining relationships in their communities.

Tactic 4: The Arc will develop working relationships with minority-led and minority-serving organizations to facilitate affiliations between our state and local chapters and their local affiliates.

Strategy 5: Increase the accessibility of The Arc's programs and services to diverse populations.

Tactic 1: The Arc will identify resources to support chapters to translate key documents and information from new and existing programs into several languages, including websites.

Tactic 2: The Arc's Chapter Web Service will have translation capability.

Tactic 3: The Arc will develop Diversity Toolkit for chapter program staff to utilize in creating and implementing a strategy for outreach to diverse communities.



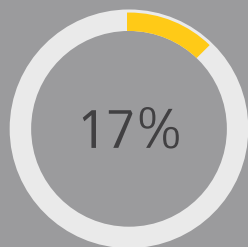
Goal 2- Key Metrics

KEY METRICS

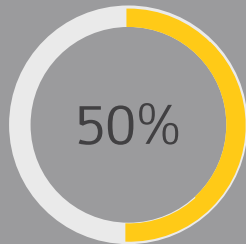
- 1 Percentage of chapter board members who are racially/ethnically diverse.
- 2 Percentage of chapter staff members, at each level, who are racially/ethnically diverse.
- 3 Number of state and local chapters participating in the diversity initiative.
- 4 Number of state and local chapters that have adopted a Diversity Strategic Action Plan.
- 5 Five-year change in responses to *Chapter Diversity Assessment Survey* compared to 2015 baseline.

DISABILITY AND THE ARC BOARD - 2014

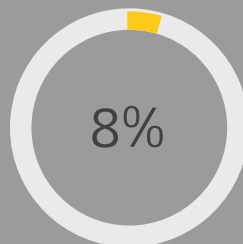
A demographic assessment of The Arc board reveals board connections to disability



Board member with disability



Parent of person with disability



Sibling of person with disability

BENCHMARKING COMPARISON:

THE ARC NATIONAL BOARD DIVERSITY (2014-2016)

In 2014, The Arc benchmarked its board against the boards of non-profits in the DC/MD/VA area, NYC, and Nationwide.

	THE ARC OF THE U.S.	DMV NON-PROFITS	NYC NON-PROFITS	NATIONWIDE NON-PROFITS
MALE	50.0	58.0	55.0	54.0
FEMALE	50.0	42.0	45.0	46.0
WHITE	83.3	72.9	67.0	86.0
MINORITY	16.7	27.1	33.0	14.0



About The Arc and How We Work

The goals and strategies described in this plan will be achieved through the collective action of The Arc of the United States and its network of state and local chapters.

About The Arc of the United States

As an organization, The Arc of the United States uses and will continue to use a variety of means, or methods of action, to advance the organization's mission, vision, goals, and strategies. These include: federal public policy advocacy, state public policy advocacy, targeted advocacy campaigns, communication and public education, and advancing knowledge.



About State and Local Chapters

Nearly 700 state and local chapters of The Arc provide the primary vehicle through which The Arc of the United States works to advance its mission to promote and protect the human and civil rights of all people with intellectual and developmental disabilities and actively support their full inclusion and participation in all aspects of the community throughout their lifetimes. While there is variety from place to place, state chapters take the lead when it comes to state-level public policy advocacy and government relations, some are also involved in direct service activities as well. Local chapters are on the front lines providing individual advocacy, programs, services and supports for people with I/DD and their families. While some chapters may work exclusively with adults with I/DD, others work with individuals and their families at all stages of life. Their work touches on all aspects of community life, including education, employment, health care, housing, recreation, and more.