



FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

# WORKING TOGETHER TO LEAD OUR CAUSE

Best Practices in Diversity, Inclusion and Global (DIG)  
Committee Work  
YMCA OF THE USA



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## INTRODUCTION

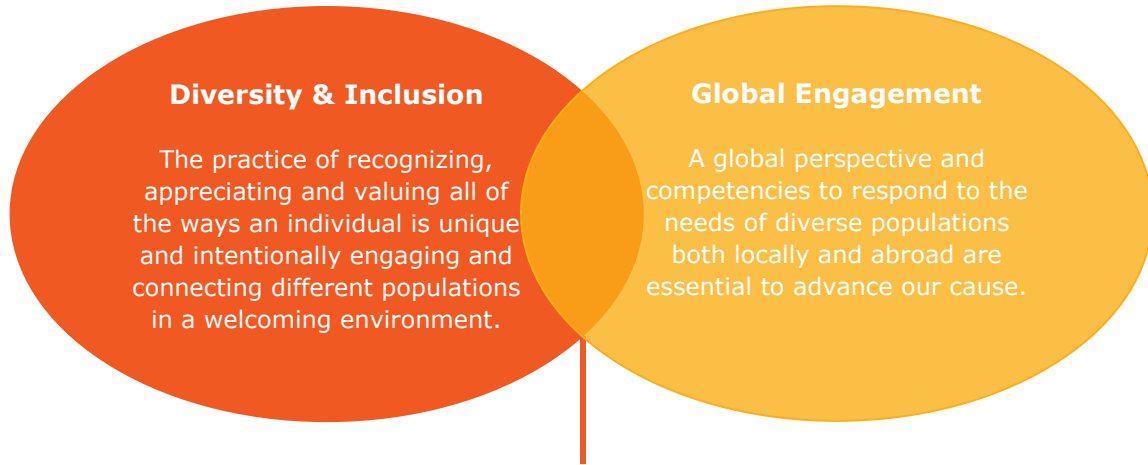
The Y is a diverse organization of people joined together by a shared commitment to ensure that everyone has the opportunity to learn, grow, and thrive. Cause-driven YMCAs are led by staff and volunteers who intentionally and continuously strive to promote an inclusive organizational culture that values all dimensions of diversity, strengthens inclusion, and builds global community in the U.S. and abroad. By prioritizing diversity, inclusion, and global work, we seek to ensure that all segments of society have access to the Y and feel welcome and are fully engaged as participants, members, staff, and volunteers. The Y is a force for building bridges among all people to advance our cause of strengthening community.

YMCA of the USA (Y-USA) is committed to working with local associations to better reflect the diversity of our communities and to honor our role as part of a global organization. Establishing a Diversity, Inclusion, and Global (DIG) committee is a purposeful first step towards advancing diversity, inclusion and global efforts to ensure all segments of society feel welcomed and have access to the Y.

This document provides a comprehensive set of guidelines intended for use by YMCAs of any size, location and resource capacity. Several U.S. Ys' DIG committees provided examples of the structural and organizational tools they use to advance their DIG work and select examples are provided in the appendix.

## WHY DIVERSITY, INCLUSION, AND GLOBAL (DIG)?

As our communities rapidly change, fully integrating diversity, inclusion and global strategies is essential to ensure that all segments of society have access to and can thrive at the Y.



### **Diversity, Inclusion & Global Strategy**

A DIG approach strengthens a Y's ability to address social issues and ensures its continued relevance and impact as a cause-driven organization.

It is mission and business critical that all Ys intentionally develop and integrate DIG practices to effectively engage, connect, advocate for and serve all members of our communities.

Ys operate in increasingly diverse and global contexts and need to be prepared to:

- Respond to changing community demographics
- Engage diverse populations (looking at multiple dimensions of diversity)
- Strengthen diversity and inclusion practices and cultural competencies
- Work in a global context (people, business and philanthropy)
- Ensure that staff and volunteers reflect their communities and possess the skills to serve diverse populations
- Adapt policies and procedures to ensure that they are relevant to diverse populations

### **Guiding Principles of DIG Work**

- Recognize and value all dimensions of diversity
- Champion multicultural understanding and the development of globally minded YMCA leaders at home and abroad
- Understand the needs and wants of all segments of the community; develop solutions that ensure the greatest possible inclusion
- Apply an asset-based approach to engage and serve all stakeholders
- Lead interpersonal and community engagement with empathy
- Connect and build bridges between diverse individuals, groups and communities
- Promote the safe exchange of ideas, beliefs and perspectives at the local, national and global levels
- Deep commitment to share with the global YMCA Movement through learning exchanges, volunteerism and philanthropy

## **Alignment with Y-USA *Delivering Our Cause* Strategic Plan 2014-2017**

The Y's **mission** is our reason for being, and the Y's **cause** is our mission in action—a promise to do everything in our Movement's considerable power to enrich the common good and make life better for individuals, families, and communities. **Delivering our Cause draws inspiration and direction from both.**

More than 160 years of innovating programs and delivering transformative responses to urgent social challenges has produced and reinforced a set of basic beliefs about how and why our Movement effects meaningful, enduring change. **Delivering Our Cause is grounded in these beliefs.**

As outlined in the *Delivering Our Cause* strategic plan, a commitment to access, inclusion and engagement helps to ensure the Y's continued relevancy, viability and impact as a cause-driven organization.

### **THE Y'S CAUSE**

At the Y, strengthening community is our cause. We believe that positive, lasting personal and social change can only come about when we all work together to invest in our kids, our health, and our neighbors. That's why we focus our work in three areas:

- **Youth Development**—nurturing the potential of every child and teen
- **Healthy Living**—improving the nation's health and well-being
- **Social Responsibility**—giving back and providing support to our neighbors

### **THE Y'S BELIEFS**

**We believe** that when we devote our full strength to the Y's mission and cause, work in partnership with others, and build on our history of innovation, we can address the most pressing issues of our time unlike any other organization.

**We believe** all people have potential.

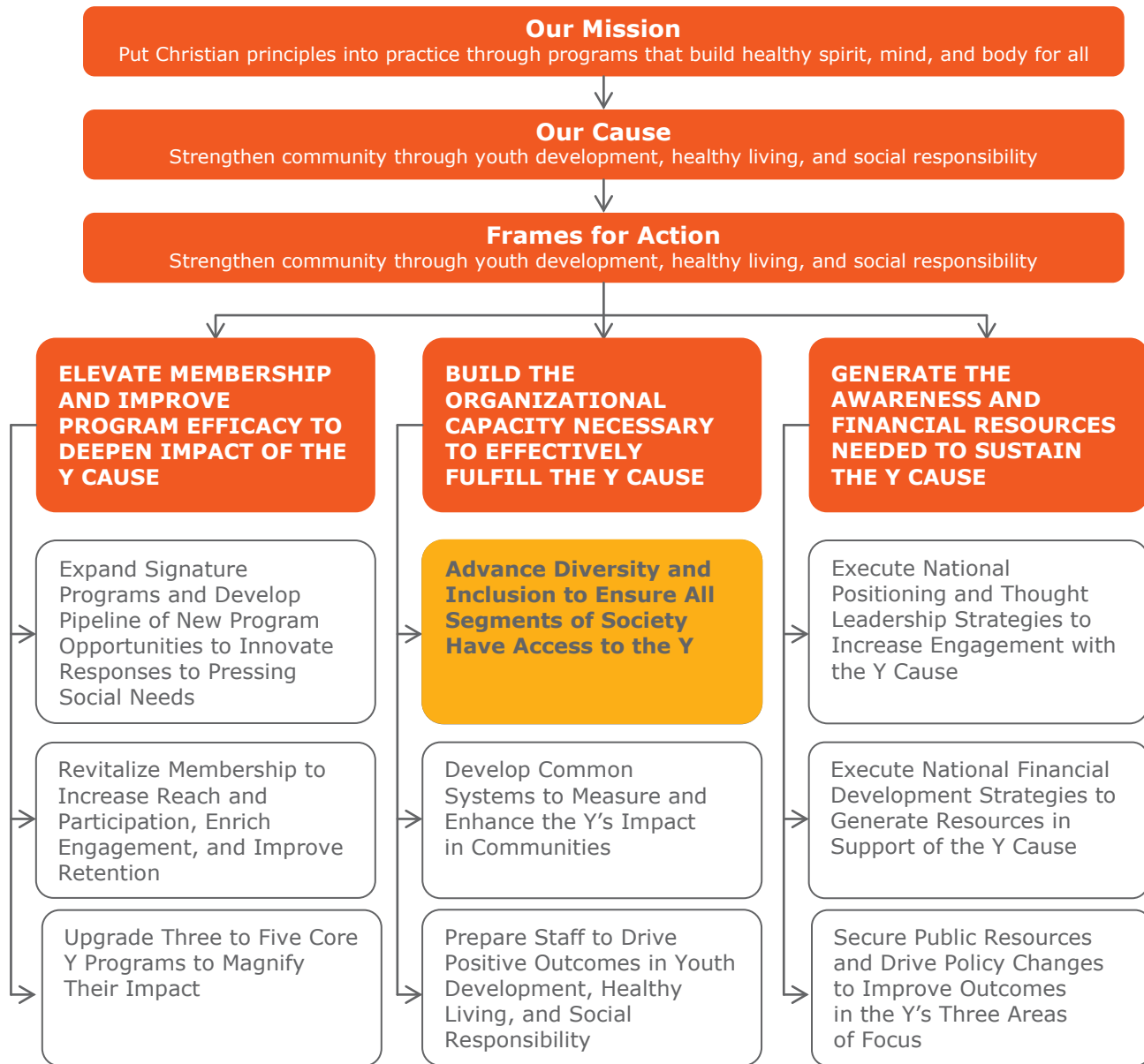
**We believe** active and connected families make for active and connected communities.

**We believe** in a holistic approach to development, promoting healthy spirit, mind, and body.

**We believe** that in a diverse world, we are stronger when we are inclusive and our doors are open to all.

**We believe** in honoring our mission, living our cause, acting in accordance with our values, and placing the greater good above self.

## Y-USA Delivering Our Cause Strategic Plan 2014-2017



### STRATEGY #1: Advance diversity and inclusion to ensure all segments of society have access to the Y

#### Y-USA's objectives to advance strategy #1

- Drive Y associations' application of diversity, inclusion, and global (DIG) best practices across six critical operational areas: membership, programs, leadership development, collaboration, resource mobilization, and communications.
- Strengthen and expand the DIG Innovation network.
- Scale efforts to develop globally competent young adult Y leaders in partnership with Ys, Employee Resource Groups, and the global Movement.
- Strengthen and expand multicultural and global leadership development.

## **A BUSINESS CASE FOR DIVERSITY, INCLUSION, AND GLOBAL WORK**

Integrating DIG strategies across key operational areas strengthens our capacity to ensure that all segments of society have access to the Y. This approach helps to ensure the Y's continued relevance, viability, and impact as a cause-driven organization.

Diversity, inclusion, and global engagement (DIG) strategies are designed to advance the Y's relevance, viability, and impact as a cause-driven organization. They help to ensure that everyone can access and thrive at the Y. At its most basic, a DIG approach puts into action our core belief that, in a diverse world, we are stronger when we are inclusive and our doors are open to all.

### **CORNERSTONES**

The DIG cornerstones are the programmatic expression of the Y's commitment to diversity, inclusion, and global engagement. They represent our mission in action. The cornerstones help Ys generate resources and engage people from diverse populations for individual and collective action and community impact. They are organized into four program areas:

#### **Global Leadership Development**

Global leadership development helps people develop the skills to connect with others from all walks of life, both at home and abroad. These skills are developed through local and global service-learning experiences, leadership training opportunities, and purposeful programming, which infuses dimensions of diversity to help foster understanding and empathy between different populations. Through such opportunities, the Y is preparing the next generation of leaders with the knowledge, experience, and confidence to successfully interact in our increasingly globalized society.

#### **YMCA Strengthening at Home and Abroad**

Strong YMCAs allow our organization to serve more people and address the most pressing issues of our time. Adopting DIG policies and operational practices helps build organizational capacity at home and abroad to serve the diverse needs of all segments of society. By supporting efforts to strengthen and learn from other Ys in areas such as strategic planning, brand, governance, and operational practices, we are better positioned to respond to key issues such as changing demographics and newcomer integration.

#### **Work with Underserved Communities**

To advance our mission to serve all, diverse, underserved, and isolated communities must feel welcome and supported by the Y. This includes intentionality around developing the programs and services that meet the needs of all segments of society, from newcomer/immigrants to GLBT communities, in an ever-changing world. By collaborating with community partners, Ys can identify local, state, national, and global solutions that engage and connect populations for a more cohesive society.

#### **Bridge Building and Philanthropy**

Intentionally bringing together people of all ages, backgrounds, and perspectives promotes understanding and collaboration that unite and strengthen our communities. Building a culture of philanthropy helps inspire a collective spirit of giving and an investment in innovative solutions that address local, national, and global issues.



## AREAS OF OPPORTUNITY

YMCA of the USA (Y-USA), in partnership with local YMCAs, has identified six areas of opportunity where integrating DIG strategies advances business goals, allowing Ys to better fulfill their mission. The areas of opportunity identify core operational areas in which all YMCAs can develop DIG-influenced policies, practices, and processes. Integrating DIG strategies into these six areas helps Ys interpret their commitment to engagement and inclusion as broadly as possible. The six areas overlap, so YMCAs may see positive outcomes in two or more areas at any given point.

### LEADERSHIP DEVELOPMENT

**The critical need:** To extend our reach and impact in changing communities, we need staff and volunteers who understand and can effectively respond to the wants and needs of those communities.

**How we address the critical need:** We recruit and train culturally competent staff and volunteers who reflect our diverse communities, embrace and celebrate all dimensions of diversity, and consider the larger world when addressing local challenges.

**How we benefit:** Our commitment to developing such leaders guarantees our organization's continued relevance, supports staff and volunteer recruitment and retention, and reinforces our ability to address the nation and world's most pressing social needs, now and in the future.

### MEMBER DEVELOPMENT/MEMBER ENGAGEMENT

**The critical need:** Reaching new members requires understanding those who live in our communities and engaging them according to their needs.

**How we address the critical need:** We consider the cultural and social issues facing all segments of society, from newcomer/immigrants to GLBT individuals, implement inclusive policies and practices that ensure access for all, and intentionally recruit and retain members who reflect and build bridges between all segments of society.

**How we benefit:** Reaching out to new and diverse populations leads to member growth and retention, and establishes the Y as a place people go to connect for the greater good. Culturally relevant and diverse membership engagement strategies help us transform individuals from casual members to committed volunteers and global citizens.

### PROGRAM INNOVATION

**The critical need:** Supporting diverse, underserved, and isolated communities involves a commitment to developing new program opportunities that respond to their needs.

**How we address the critical need:** We design inclusive programs based on input from our members and communities that connect people from diverse backgrounds and create global education experiences for youth, adults and families.

**How we benefit:** Innovative programs help us keep pace with the changing world, increase enrollment, and encourage staff and volunteer retention. The benefits of programs crafted with the needs of diverse communities in mind often extend beyond the initial target population, expanding and deepening our impact.



## COLLABORATIONS

**The critical need:** Working with diverse global and local community partners enables us to increase impact for all.

**How we address the critical need:** We seek partnerships that connect us with new communities and provide access to tools, resources, and competencies that complement and strengthen our programs and services.

**How we benefit:** Collaborations with diverse global and local community partners expand our reach and impact. Engaging in meaningful partnerships and facilitating collaborations among organizations with common goals positions the Y as a convener that brings together individuals, organizations, communities, and the world.

## RESOURCE MOBILIZATION

**The critical need:** Donors seek organizations that can demonstrate significant community impact at home and abroad. Our impact depends on the resources, monetary and otherwise, that we generate and mobilize to support our work.

**How we address the critical need:** We draw individual and organizational donors by communicating our proven ability to help people from all segments of society and around the world reach their full potential.

**How we benefit:** A diverse and globally minded approach differentiates us and attracts the financial, technical, and in-kind resources that help us deliver on our cause.

## BRAND AND VISIBILITY

**The critical need:** Communicating what we stand for and the benefit we provide requires a strong brand.

**How we address the critical need:** We convey our commitment to ensuring that all segments of society feel welcome at the Y by infusing DIG messaging and imagery into all communication opportunities (e.g., marketing materials, staff training, environmental design, and member outreach).

**How we benefit:** Promoting the inclusive and global nature of our impact positions the Y as a movement that individuals and organizations across the country and around the world want to belong to, support, and collaborate with.

# ORGANIZING A DIG COMMITTEE

## Vision Statement

A vision statement should briefly outline the purpose, goals and values of a DIG committee. While vision statements may take different forms, they should focus on uniting people around common goals and clearly communicate the goals and values of the YMCA.

## Goals and Objectives

Documents describing the goals, responsibilities and objectives of a DIG committee vary extensively in form and content. While some local Ys set broad goals and specific, measurable objectives to achieve them, other Ys outline the role of their DIG committee in much broader terms. Whatever its form, this document should expand on the vision statement and guide the committee's decision-making process.

## Committee Responsibilities

A DIG committee is an ongoing advisory group that should help guide and inform the association's DIG strategies. It acts as a sounding board that provides guidance on the organization's DIG priorities. Each local association may have unique standing responsibilities for their DIG committee; however, core responsibilities should include identifying, monitoring and advancing diversity, inclusion and global efforts across association strategic priorities. An important part of the committee's role is articulating the link between the association's strategic plan and DIG work. The DIG committee can also provide input to the strategic plan so it includes a DIG approach.

## Committee Composition

A DIG committee can be made up of key staff, volunteers (policy and program) and community leaders. Consider individuals with functional expertise or experience that can help advance integration of DIG principles in the six areas of opportunity. Ensure that committee members are representative of the many dimensions of diversity and levels of the organization. To help ensure this group has the capacity, scope and empowerment to take action, there should be a clear line of communication and support with the CEO and COO or their designee. At least one seat on the committee should be allocated to an association level board member to provide a direct relationship between the committee and the governance of the association.

Ys may elect to have two co-chairs for their DIG committee consisting of one staff and one board member working side by side. The DIG committee can serve as a bridge builder and provide opportunities and a place for committee members of diverse backgrounds to engage with one another.

## Committee Structure

The organizational structure of a DIG committee can be flexible, as can the appointment practices for committee members. It is advisable for a committee to have two co-chairs and a clear succession plan. It is also helpful to have documents detailing the structure and composition of the DIG committee. These may include the following elements:

- overview of committee members and terms of service
- committee member appointment procedures
- descriptions of subcommittees
- a schedule of meetings

## **Chart of Work**

A chart of work helps organize committee members' roles and responsibilities and track progress on DIG committee initiatives. A chart of work can be organized according to an operational framework or a programmatic framework. Work plans should be revised at least annually.

Creating subcommittees can establish greater ownership and accountability within the DIG committee. Subcommittees can be organized within an operational framework or a programmatic framework. Operational subcommittees can focus on topics such as Membership Development, Program Innovation, Leadership Development, Collaboration, Financial Development and Brand. Programmatic subcommittees can be organized around themes such as Global Education and Leadership, Y-to-Y Partnerships/Capacity Building, Community Bridge-building and Philanthropy, and Newcomer/Immigrant and Underserved Communities.

## **Job Description for Committee Members**

Meaningful, accurate job descriptions are essential for recruiting and retaining quality committee members. Potential committee members can best evaluate whether their skills and interests match the responsibilities and challenges of the job if the descriptions are accurate and up to date. A well-written job description should also excite and motivate prospective committee members by highlighting the strengths of the YMCA and the importance of DIG work.

## BEST PRACTICES FOR DIG COMMITTEE WORK

### Integration With Association Strategic Plans

Strategic plans incorporate long-term goals with measurable objectives, setting the collective vision and direction for the association. The content and form of a strategic plan can vary. For instance, some Ys include time and resource projections, while other Ys choose to map their strategic plans in chart form, including a timeline with measurable objectives. DIG committees can help inform their association's strategic planning process and recommend organizational DIG priorities and points of integration. The DIG committee can then help ensure that strategic plan goals are realized by monitoring and supporting their implementation.

### Integration With Association Operations

- Facilitate DIG integration across all departments, branches and entities
- Assess organizational policies, structures and procedures for alignment with diversity, inclusion and global principles
- Provide pathway for identification of future board members, donors and staff from diverse and underserved communities
- Serve as a resource to association for how DIG strategy can enhance operational impact and success
- Review association polices for DIG alignment (membership, employee, etc.) annually

### Measuring Impact Through DIG Metrics

As part of Y-USA's annual reporting process, all Ys are required to complete the DIG Metrics survey. The survey assesses a Y's diversity, inclusion and global efforts across seven key areas: Organizational Commitment, Membership, Leadership/Staff Development, Program Innovation, Strategic Relationships, Resource Mobilization, and Brand/Visibility.

DIG committees should use the DIG Metrics Report to evaluate how effectively their Ys are performing in each key area and identify opportunities to develop intentional strategies for improvement.

### Financial Development Strategies

DIG committees can help their associations mobilize financial resources from prospective partners and donors by demonstrating the Y's relevance and value to underserved communities and its success in working with all segments of society. DIG committees should work to coordinate efforts with the Association/Branch development team to include DIG priorities in the Annual Campaign and Major Gifts campaign.

### Best Practices for Diversity, Inclusion and Global Innovation YMCAs (DIG Innovation Ys)

The DIG Innovation Network is a group of over 60 Ys of all sizes across the U.S. dedicated to advancing DIG strategies in all aspects of their work. The network serves as a connector and innovator for impact.

#### DIG Online Key Survey: Priorities & Impact

The DIG Online Key Survey is a user-friendly online tool that invites DIG leaders to share their priorities and impact with the Y-USA DIG team for feedback and support.

#### DIG Tier Progression

The DIG Tier Progression is a set of guidelines and best practices to help guide DIG Ys on a path of continuous improvement, with recommended action steps to enhance organizational commitment to DIG principles and leverage each of the six areas of opportunity.

# BEST PRACTICES FOR AN EFFECTIVE DIG COMMITTEE

## Holding Committee Meetings

- Hold meetings as regularly as practical.
- Have an agenda developed in advance by the committee chair and staff officer working together.
- Set goals that clearly set the expected outcomes for each meeting.
- Follow a consistent format for each meeting that separates information items and action items.
- Allow for in-depth discussion of a priority topic. Topics should generally come from the committee's annual chart of work.
- Send written notices to members well in advance of each meeting.
- Take minutes to record key committee discussions and actions.
- DIG committee chairs should publicly acknowledge committee members and thank their supervisors for their participation (e.g. at all-staff meetings).
- Evaluate each meeting by asking, "Did we accomplish what we set out to do?"

## Strengthening a Committee

- Organize an annual orientation to DIG work for committee members including visits to local DIG programs and initiatives.
- Invite committee members to local/regional training events focused on DIG (e.g. Cultural Lenses, Dimensions of Diversity, etc.)
- Invite committee members to participate in national and local DIG webinars.
- Connect with other DIG committees in the Movement.
- Leverage committee members' personal and professional networks to identify individuals and organizations in the community that your Y can partner with on DIG work.

## Evaluating a Committee's effectiveness

Periodically, and at least at the close of each year, committees should self-assess their effectiveness. Areas to discuss can include the sense of team feeling, learnings that took place, processes used and the accomplishment of tasks. Here are five key sets of questions to ask:

1. Does the committee have a clear role? Is it understood by all members?
2. Do members consistently attend meetings? Are they qualified, interested and committed?
3. Are the chairs/co-chairs prepared? Are agendas and materials made available prior to each meeting?
4. Are good minutes kept so agreements and decisions are not lost?
5. Was important work accomplished? Do members feel their involvement was worthwhile? Is there a feeling of success and accomplishment?

# APPENDIX: DIG COMMITTEE SAMPLE DOCUMENTS

## SAMPLE DIG WORK PLAN

### YMCA of San Francisco - Work in the Six Areas of Opportunity

#### Membership Development

- Employ bilingual staff and work to ensure branches have a bilingual capacities on-site at all times
- Translate all appropriate forms into multiple languages (e.g., Spanish, Chinese) and ensure branches have access to all forms
- Develop translated signage for all branches
- Look into developing “household” membership rates to increase access

#### Program Innovation

- Create programming that targets and serves persons with disabilities (to be defined)
- Create programming that targets Hispanic/Latino families through the Hispanic/Latino Pilot group and Employee Resource Group
- Increase global awareness in our youth programming by partnering with the Asia Society and others who can infuse global awareness into current curriculum

#### Leadership Development

- Schedule regular DIG/Cultural Lenses trainings
- Pilot an association-wide Hispanic/Latino Employee Resource Group (ERG) – use this model to replicate for others.
- Infuse Diversity and Cultural Competency curriculum/overviews into all trainings (e.g. new hire orientations, child abuse prevention, volunteerism, etc.)
- Actively recruit board volunteers who represent the communities they serve through establishing partnerships and attending networking events

#### Collaboration

- Collaborate with other community based organizations to reach underserved communities and/or advance DIG goals
- Partner with branches to host “Y-talks” which will continue conversations and awareness surrounding issues of diversity and inclusion
- Partner with local agencies serving persons with disabilities for technical assistance and consultation
- Tap into Hispanic/Latino-serving organizations by tapping into existing staff/board networks through the H/L Employee Resource Group

#### Financial Development

- DIG and World Service language is embedded in financial development branding and messaging
- Identify funding partners who will support our local diversity/inclusion strengthening efforts
- Establish a process to create a “Diversified Supplier List” so the YMCA is seen as proactive in supporting minority owned businesses

#### Visibility

- Ensure visible signage, forms, and printed materials are translated into relevant languages

- Establish a monthly agenda item for the Association Board of Managers, President's Cabinet, and Executive Leadership Training to review the DIG chart of work and progress on key metrics established by the YMCA of USA
- Promote YMCA DIG events on Facebook page and other social media accounts to increase awareness

## **SAMPLE VISION STATEMENTS**

### **YMCA of San Diego County Diversity, Inclusion and Global Steering Committee**

Committee Purpose & Focus: A cross-functional committee of Association leaders and volunteers to support the YMCA of San Diego County efforts to help our members, staff and volunteers become global citizens. This cross-functional committee will focus on our Association building a (welcoming/inclusive) global community and infusing that commitment into our daily operations.

### **YMCA of Greater Kansas City Diversity, Inclusion & Global Council Mandate**

The YMCA of Greater Kansas City strives to ensure access, inclusion and engagement for all to reach their personal potential and live life to the fullest. We will ensure that all segments of society feel welcome as participants, members, associates and volunteers. The Diversity, Inclusion & Global Council supports the Association through the exchange of ideas that will position the Y as an organization of choice and that meets the needs of our community globally.

### **YMCA of Greater San Francisco DIG Committee**

We are an organizational change movement that advocates for diverse and inclusive practices in our Association's services to our members, communities, volunteers and staff. Our movement hopes to bring awareness of local, national, and international D&I efforts so that we can prioritize and utilize these best practices in the mission

## **SAMPLE ORGANIZATIONAL STATEMENTS**

### **YMCA of Greater Charlotte**

Cause-driven YMCAs are led by staff and volunteers who intentionally strive to promote an inclusive organizational culture that values diversity, strengthens inclusion, and builds global community in the U.S. and abroad. At the YMCA of Greater Charlotte, we work to ensure that everyone, regardless of race, gender, income, faith, sexual orientation or cultural background, feels welcome and has an opportunity to participate.

### **YMCA of Greater San Francisco**

The Y is a membership organization open to all people. We welcome women and men, girls and boys of all ages, races, ethnicities, religions, sexual orientation, abilities and financial circumstances. Programs and branches embrace diversity, reflecting the needs and composition of the communities they serve.

### **YMCA of Greater Seattle**

The YMCA of Greater Seattle is committed to ensuring equity and justice. We actively promote a culture of equity free from bias and injustice. We strive to achieve equal access, identity and resolve inequities and remove institutional barriers that limit the ability of all people to develop their full potential.

### **YMCA of Greater Long Beach**

To unify around our cause and collaborate to address the most pressing issues of the day. To contribute powerfully to the life in Long Beach and partner cities we serve to strengthen the foundation of the community, and show by example of our work, how people of all backgrounds can live together and grow toward their full potential.



## **SAMPLE DIG COMMITTEE GOALS, RESPONSIBILITIES AND OBJECTIVES**

### Goals

- To strengthen the capacities of overseas YMCAs and other partners to achieve their mission and address human and social development needs in their communities, while making progress towards self-reliance in leadership, programming, planning, and finance.
- Develop a clear strategy to support and retain staff diversity
- To foster the leadership and involvement of YMCA members/participants, volunteers, staff, and the community-at-large.
- Collaborate with other community based organizations to reach underserved communities and/or advance DIG goals.

### Responsibilities

- Develop an annual Chart of Work that identifies and prioritizes objectives and timelines.
- Provide input, counseling and feedback on the association's strategic plan as it relates to international functions.
- Conduct an audit of existing YMCA branches and community-wide DIG programs.
- Serve as the link between the YMCA of the USA Diversity & Inclusion and International Group and the association.
- Review DIG best practices of other YMCAs that might be implemented in our community.
- Evaluate opportunities to work with diverse organizations that may help the committee achieve its goals.
- Develop a DIG orientation program and ongoing training for board members and staff.
- Assist in the development of branch DIG committees that would report to the association's DIG committee.
- Conduct an annual World Service campaign and emergency campaigns as needed.
- Develop and prioritize a menu of DIG program opportunities for implementation.

### Objectives:

- Establish local and global partnerships with appropriately matched YMCAs throughout the community
- Incorporate diversity, inclusion and global components into YMCA branches.
- Provide materials and multicultural training for board members, administrators, staff, and Y members.
- Help provide opportunities for administrators, staff and Y members to participate in local, national and international conferences, events, and/or activities focused on intercultural/multicultural perspectives.
- Assist with publicizing DIG activities/events wherever and whenever appropriate.
- Help in other ways identified as supportive for creating and/or establishing opportunities for global education.

## **SAMPLE DIG COMMITTEE STRUCTURE AND COMPOSITION**

The committee shall be comprised of six (6) to eight (8) members and shall include members of the Board of Directors as well as community leaders who have an expertise in diversity, inclusion and global work. Members of standing committees will serve a term of one (1) year without limitation as to the number of successive terms of service. The President/CEO will assign a staff liaison for this committee. The Chairman and President/CEO will serve as ex-officio members of the committee.

The DIG Committee shall meet monthly or as needed. Written minutes at each meeting shall be submitted to the Board of Directors. Other reports concerning the work of the committee may be requested as needed.

The process of selecting DIG Committee members is spearheaded by the Committee Chair and passes through the committee by referral.

## **SAMPLE JOB DESCRIPTION FOR COMMITTEE MEMBERS**

**Job Title:** COMMITTEE MEMBER

### **Job Description**

DIG Committee members will be responsible for ensuring the quality of DIG initiatives as well as for overall governance. Members will be committed to diversity in leadership, staff and programs. As culturally competent and globally-minded leaders, members will also be committed to serving global communities through the YMCA. As part of a diverse committee, members will strive to exemplify the YMCA mission to the local community by promoting global understanding and celebrating cultural diversity.

### **Responsibilities**

- Represent the YMCA to the community in a professional and knowledgeable manner.
- Attend all assigned committee meetings.
- Provide DIG Committee reports to home association.
- Develop Chart of Work.
- Enhance current partnerships and/or establish new ones.
- Fundraise for the annual World Service campaign and for international programming.
- Facilitate visits from international YMCA guests
- Encourage staff and volunteers to engage in DIG training and opportunities for DIG work.
- Attend YMCA of the USA conferences, trainings and seminars when appropriate.



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**EXAMPLE: DIG Committee Chart of Work**

Goal # 1	Objective	Strategy/Tactic	Measurement*
<p><b>Create active, quality, progressive (branch- &amp; association-wide) international programs for youth, families and adults that promote an understanding of global cultures</b></p>	<p>➤ Establish branch DIG Volunteer Committees</p>	<ul style="list-style-type: none"> <li>• Presentation to Executive Cabinet Retreat</li> <li>• DIG Committee Chair &amp; Program Manager conduct 14 branch visits</li> <li>• Develop outline &amp; materials for branch DIG Volunteer Committees</li> <li>• Conduct Branch Representative training</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complete by Year 1, 4<sup>th</sup> Q</li> <li>▪ Complete by Year 1, 2<sup>nd</sup> Q</li> <li>▪ Complete by Year 2, 3<sup>rd</sup> Q</li> <li>▪ Complete by End of Year 2</li> </ul>
	<p>➤ Support branch programs serving local international communities</p>	<ul style="list-style-type: none"> <li>• Review census data related to branch cultures &amp; international communities served</li> <li>• Conduct workshop with state demographer</li> <li>• Establish contacts &amp; network with various cultural groups (Native American, Hmong, Asian, African, African American, Latino, etc.)</li> <li>• Survey branches on work currently being conducted &amp; population served</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complete by Year 2, 2<sup>nd</sup> Q</li> <li>▪ Complete by End of Year 2</li> <li>▪ Complete by Year 3, 2<sup>nd</sup> Q</li> <li>▪ Complete by Year 2, 2<sup>nd</sup> Q</li> </ul>
	<p>➤ Develop partnerships with other organizations</p>	<ul style="list-style-type: none"> <li>• Contact &amp; learn more about local international community services</li> <li>• Identify &amp; involve the YMCA in 2 local international community events &amp; international visits</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complete by End of Year 1</li> <li>▪ Complete by Year 2, 3<sup>rd</sup> Q</li> <li>▪ Complete by End of Year 1</li> <li>▪ Complete by Year 2, 2<sup>nd</sup> Q</li> <li>▪ Complete by Year 2, 3<sup>rd</sup> Q</li> </ul>
	<p>➤ Learn from established YMCA DIG programming</p>	<ul style="list-style-type: none"> <li>• Contact and learn more about NGOs (i.e. Books from Africa, Counselor Corps)</li> <li>• Contact YMCA of USA to learn about D.I.G programming best practices</li> <li>• Contact top 5 international programming YMCAs &amp; request information on most progressive &amp; successful international programs</li> <li>• Schedule visits to 2 of top 5 YMCAs to learn more about international programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complete by Year 2, 2<sup>nd</sup> Q</li> <li>▪ Complete by Year 2, 3<sup>rd</sup> Q</li> <li>▪ Complete by End of Year 1</li> <li>▪ Complete by Year 2, 2<sup>nd</sup> Q</li> <li>▪ Complete by End of Year 2</li> <li>▪ Complete by Year 2, 4<sup>th</sup> Q</li> <li>▪ Complete by Year 2, 4<sup>th</sup> Q</li> </ul>
	<p>➤ Implement YMCA International Week</p>	<ul style="list-style-type: none"> <li>• Secure date on Association calendar</li> <li>• Presentation to Program &amp; Executive Cabinets</li> <li>• Develop International YMCA Week marketing plan</li> <li>• Develop International YMCA Week branch packet</li> <li>• Conduct International YMCA Week</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complete by Year 2, 2<sup>nd</sup> Q</li> <li>▪ Complete by End of Year 2</li> <li>▪ Complete by Year 2, 4<sup>th</sup> Q</li> <li>▪ Complete by Year 2, 4<sup>th</sup> Q</li> <li>▪ Year 3, Year 4</li> </ul>

Goal # 2	Objective	Strategy/Tactic	Measurement*
<p><b>Prioritize DIG programs at our YMCA</b></p>	<p>➤ Create DIG newsletter</p>	<ul style="list-style-type: none"> <li>• Incorporate DIG I news section in each issue of the YMCA Newsletter</li> <li>• Contact Communication Director to develop timeline &amp; newsletter format</li> <li>• Dedicate 1 issue of Association Fundraising Newsletter to global focus or highlights</li> <li>• Create &amp; send at least 2 newsletters per year</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complete by Year 1, 4<sup>th</sup> Q</li> <li>▪ Complete by Year 1, 2<sup>nd</sup> Q</li> <li>▪ Complete by Year 2, 3<sup>rd</sup> Q</li> <li>▪ Complete by End of Year 2</li> </ul>
	<p>➤ Dedicate full-time staff to DIG work</p>	<ul style="list-style-type: none"> <li>• Review examples of DIG staffing at other YMCAs</li> <li>• Conduct evaluation &amp; audit to determine staff time needed to meet strategic vision goals</li> <li>• Create job description, duties and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complete by Year 2, 2<sup>nd</sup> Q</li> <li>▪ Complete by End of Year 2</li> <li>▪ Complete by Year 3, 2<sup>nd</sup> Q</li> <li>▪ Complete by Year 2, 2<sup>nd</sup> Q</li> </ul>
	<p>➤ Educate YMCA volunteers &amp; staff on the importance &amp; value of DIG programming</p>	<ul style="list-style-type: none"> <li>• Conduct Program Cabinet DIG workshop</li> <li>• Conduct General Board DIG workshop</li> <li>• Conduct Executive Cabinet international workshop</li> <li>• Conduct DIG Committee &amp; General Board branch board visits</li> <li>• Sponsor luncheons for international visitors</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complete by End of Year 1</li> <li>▪ Complete by Year 2, 3<sup>rd</sup> Q</li> <li>▪ Complete by End of Year 1</li> <li>▪ Complete by Year 2, 2<sup>nd</sup> Q</li> <li>▪ Complete by Year 2, 3<sup>rd</sup> Q</li> </ul>
	<p>➤ Educate YMCA volunteers &amp; staff on the importance &amp; value of DIG programming</p>	<ul style="list-style-type: none"> <li>• Establish International Endowment Fund</li> <li>• Conduct Annual YMCA international fundraising event</li> <li>• Explore creation of an international gift shop</li> <li>• Survey US internationally-focused YMCAs and evaluate funding sources and sustainability</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complete by End of Year 1</li> <li>▪ Complete by Year 2, 2<sup>nd</sup> Q</li> <li>▪ Complete by End of Year 2</li> <li>▪ Complete by Year 2, 4<sup>th</sup> Q</li> <li>▪ Complete by Year 2, 4<sup>th</sup> Q</li> <li>▪ Year 3, Year 4</li> </ul>

**Multi-Year Strategic Vision Goals**

*\*Create meaningful measurements, such as target completion dates or a target number of people impacted.*



**FOR YOUTH DEVELOPMENT®  
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## **ADDITIONAL Y-USA SUPPORT AND RESOURCES**

**Staff/Volunteer Development, Training and Resources:** Staff and volunteers who reflect their communities and possess the skills and cultural competencies to serve diverse populations are critical to the Y's success as a cause-driven organization. Y-USA offers training, resources and general support to build skills and cultural competencies and prepare staff to effectively engage, connect and serve diverse populations.

- [Multicultural Executive Development Institute \(MEDI\)](#): Prepares high-potential staff of color for executive positions such as CEO, COO and other senior-level positions.
- [Multicultural Mentoring Program \(MMP\)](#): Designed to develop and retain successful emerging leaders of color.
- [Emerging Multicultural Leadership Experience \(EMLE\)](#): A learning experience designed to provide emerging professional staff of color the opportunity to become further engaged and connected to the YMCA Movement.
- Employee Resource Groups (ERGs): Provide unique opportunities for advocacy and engagement. Six nationally chartered ERGs currently exist.
  - [African American Resource Network](#)
  - [Asian Pacific Islander Leadership Network](#)
  - [Emerging Leaders Resource Network](#)
  - [Hispanic-Latino Leadership Network](#)
  - [LGBTQ Resource Network](#)
  - [Women's Leadership Resource Network](#)
- [Emerging Global Leader Institute \(EGLI\)](#): An 18-month leadership development program to develop cultural competencies in YMCA staff and volunteers under 30.
- [Youth Service-Learning](#): Global opportunities for young people to develop cultural competencies and a sense of responsibility for contributing to building strong communities.
- [Training](#): Examples of available workshops include *Cultural Lenses* and the Strengthening Inclusion Series (including *Engaging Asian Communities in Your YMCA*, *Engaging Hispanic/Latino Communities in Your YMCA*, and *Engaging Newcomer & Immigrant Communities in Your YMCA*).

### **Resources on Link ([link.ymca.net](http://link.ymca.net))**

- Americans with Disabilities Act Information for the Y: DIG Communities page on Link
- Board Development: [Board Governance community](#)
- Demographics Reports from Y-USA: [Research, Analytics and Insights community](#)
- Diversity, Inclusion, and Global (DIG): [Diversity, Inclusion, and Global Engagement community](#)
- DIG strategies: [Operationalizing DIG page](#) on Link
- Global Engagement: [Global Y Movement Strengthening page](#) on Link

# DIVERSITY, INCLUSION AND GLOBAL (DIG) COMMITTEE FREQUENTLY ASKED QUESTIONS

YMCA of the USA (Y-USA) is committed to working with local associations to better reflect the diversity of our communities and to honor our role as part of a global organization. Establishing a Diversity, Inclusion, and Global (DIG) committee is a purposeful first step towards advancing diversity, inclusion and global efforts to ensure all segments of society feel welcomed and have access to the Y.

## Frequently Asked Questions

### 1. Who should make up the committee?

- Key staff, volunteers (policy and program) and community leaders.
- Individuals with functional expertise or experience that can help advance integration of DIG principles in the six areas of opportunity (membership, leadership, collaborations, program innovation, resource mobilization and brand and visibility).
- To the extent possible, ensure committee members represent the many varied dimensions of diversity.

### 2. How should DIG committee involvement be identified within performance accountability?

- Responsibilities related to individuals' participation on the DIG committee should be incorporated into performance management expectations.
- Clear lines of accountability should be established to the DIG committee chair around deliverables related to committee membership/participation.
- CEO and CVO should have direct and regular contact with DIG committee members to reinforce organizational commitment and provide support in moving key initiatives forward.

### 3. Should we have one DIG committee or two separate committees for (1) Diversity and Inclusion and (2) International work?

- It is recommended to have one committee with sub-committees reflecting the priorities of the local Y, ideally in alignment with the current strategic plan and addressing opportunities both home and abroad.

### 4. Should the DIG committee link to our association's board?

- Absolutely – we recommend at least one seat on the committee (or more) to be allocated to an association level board member. This allows there to be a direct line of communication and accountability that links the work of the committee to the overall governance of the organization.
- Some Ys may elect to have two co-chairs for their DIG committee consisting of one staff and one board member working side by side.

### 5. What are the key functions of the DIG committee?

- Facilitate DIG integration across all departments, branches and entities.
- Assess organizational policies, structures and procedures for alignment with diversity, inclusion and global principles.
- Provide a pathway for identification of future board members, donors and staff from diverse and underserved communities.

- Serve as a resource to the association for how DIG strategy can enhance operational impact and success.
- Measure impact through DIG metrics.
- Develop an annual DIG work plan.
- Ensure alignment of DIG priorities to strategic plan.
- Review association polices annually.

## **6. How do you make a committee successful?**

- Ensure that organizational support and the committee structure is owned by key staff and volunteers through performance management, clear lines of reporting, job descriptions, etc.
- Engage committee to define the vision, charter and work plan.
- Create clear goals, responsibilities and objectives.
- Meet regularly and continually evaluate committee participation, outcomes and organizational relevance.
- Seek support from the CEO, COO, CHRO and other key senior Y leaders.
- Involve committee members in meaningful activities and tasks.
- Recognize committee contributions and celebrate successes.

For more information or assistance, please visit the [DIG community](#) on Link or contact the YMCA of the USA Diversity, Inclusion and Global team at [DIG@ymca.net](mailto:DIG@ymca.net) or 800 872 9622.