

Objectives

Increase the appreciation, understanding and acceptance of the *Leading By Example* principles of equity, diversity, and inclusion.

Integrate *Leading By Example* principles into the culture of the East Bay Community Foundation so they become woven into the fabric of the organization's culture.

Demonstrate to select external stakeholders the importance of the *Leading By Examples* principles and the Foundation's adoption of and adherence to them.

Key Stakeholders

Leading By Example Committee

EBCF Staff

EBCF Trustees

Donor Community (includes donors and intermediaries)

Grantees

Philanthropy Community

Bay Area residents

Leading By Example Committee

- Identify and select additional committee members from EBCF staff and Trustees
- Conduct the initial 2004 LBE planning meeting to review work to date, present work plan for 2004.
- Conduct a planning off-site meeting to begin committee buy-in:
 - All members embrace the LBE principles from a heart/mind (emotional and intellectual) perspective.
 - The facilitated meeting guarantees that all committee members are on the same page regarding 2004 mission and objectives for LBE.
 - Heart/mind work of the 2003 Committee also will be shared with new committee members.
 - Committee will review and adopt a heart/mind methodology for the implementation of LBE principles with Trustees and staff
 - Heart – committee will work with facilitator to develop emotional model
 - Mind – the LBE business model proposed by J. Hill will be reviewed for adoption by the committee
- Committee roles/assignments will be determined; future meetings calendared

EBCF Staff

- Staff continues to conduct LBE discussion groups:
 - Continually review LBE principles making sure staff has emotional and intellectual buy-in.
 - Identify ways that LBE principles can be incorporated into the EBCF annual work plans.
 - Where appropriate, rewrite work plans to incorporate LBE principles.
- Key staff members meet with LBE Committee (during Committee meeting) to share ideas, concerns, and the spirit of LBE.

Trustees

- Because of the diverse backgrounds and experiences of trustees, they offer the greatest challenge for the adoption of LBE principles. The LBE Committee will work to develop protocols for introducing the principles to the trustees.
 - A priority of the LBE committee will be working with trustees on LBE adoption.
 - The heart/mind and business models will be introduced to the trustees.
 - Board meetings will be used as a primary vehicle for communicating the importance of LBE.

<i>Audiences</i>	<i>Possible Messages</i>	<i>Messengers</i>	<i>Vehicles</i>
EBCF Staff	<ul style="list-style-type: none"> ■ The incorporation of LBE principles will allow us to broaden the work we now do in the Bay Area ■ The LBE principles are important to our long-term sustainability ■ We must adopt not only the principles of LBE, but the practices as well. It has to start with us. 	<ul style="list-style-type: none"> ■ EBCF Managers ■ Trustees 	<ul style="list-style-type: none"> ■ Staff meetings ■ Board meetings
One-on-one EBCF Trustees	<ul style="list-style-type: none"> ■ The long-term sustainability of the Foundation is tied to our success at embracing LBE principles. ■ The LBE principles of equity, diversity, and inclusion have to become ingrained into the culture of the East Bay Community Foundation. ■ Our Foundation sits in one of the most diverse areas of the country. For us to have success at our mission, we must embrace the principles of equity, diversity, and inclusion. 	<ul style="list-style-type: none"> ■ LBE Committee members ■ Trustees ■ Mike Howe 	<ul style="list-style-type: none"> ■ One-on-one meetings ■ Board meetings
Donor Community	<ul style="list-style-type: none"> ■ We believe that giving should be as inclusive as possible. ■ We encourage our donors to consider the LBE principles when making important decision about giving back to the community. 	<ul style="list-style-type: none"> ■ Development Dept. ■ Trustees ■ Mike Howe 	<ul style="list-style-type: none"> ■ One-on-one meetings ■ Newsletters ■ Web site
Grantees	<ul style="list-style-type: none"> ■ The East Bay Community Foundation strongly supports equity, diversity, and inclusion and expects its grantees to do the same. ■ When making decision about grants, EBCF's decision will be more favorably influenced by organizations that support LBE principles. 	<ul style="list-style-type: none"> ■ Program Dept. 	<ul style="list-style-type: none"> ■ One-on-one meetings ■ Letters ■ Web site
Philanthropy Community	<ul style="list-style-type: none"> ■ The East Bay Community Foundation is dedicated to equity, diversity, and inclusion and is a leader among community foundation in those areas. ■ Because of its dedication to the principles of LBE, the East Bay Community Foundation will work to spread those philosophies throughout the country's philanthropy community. 	<ul style="list-style-type: none"> ■ Mike Howe ■ Board officers ■ Senior staff ■ Philanthropy community 	<ul style="list-style-type: none"> ■ National conferences ■ Web site ■ One-on-one meetings
Bay Area residents	<ul style="list-style-type: none"> ■ The East Bay Community Foundation is dedicated to equity, diversity, and inclusion and will work with East Bay communities to eliminate barriers that impede those principles. 	<ul style="list-style-type: none"> ■ Staff ■ Trustees ■ Third party supporters 	<ul style="list-style-type: none"> ■ We site ■ Advertising ■ PR

<i>What (Action Steps)</i>	<i>Who</i>	<i>When</i>	<i>Where</i>	<i>Why</i>
<ul style="list-style-type: none"> ▪ Identify and select additional committee members from EBCF staff and Trustees 	<ul style="list-style-type: none"> ▪ J. Hill ▪ M. Howe ▪ D. Sanchez 	2/2004		<ul style="list-style-type: none"> ▪ There needs to be a full trustee/staff committee to accomplish LBE mission
<ul style="list-style-type: none"> ▪ Conduct the initial 2004 LBE planning meeting to review work to date, present work plan for 2004. 	<ul style="list-style-type: none"> ▪ Committee members 	2/2004	<ul style="list-style-type: none"> • EBCF 	<ul style="list-style-type: none"> ▪ Meeting reviews the work of 2003 committee; outlines the work plan for 2004; addresses all concerns, questions, and get buy in to more forward
<ul style="list-style-type: none"> ▪ Conduct a LBE off-site meeting to begin committee buy-in 	<ul style="list-style-type: none"> ▪ Committee members ▪ Facilitator 	4/2004	<ul style="list-style-type: none"> ▪ Homes of committee member ▪ Other locations determined by committee members 	<ul style="list-style-type: none"> ▪ Key meeting for members to fully grasp the LBE concepts and to understand how they will “sell” the concept to others; committee accepts the role of primary ambassadors for LBE; review of 2004 LBE work plan with assignments for committee members
<ul style="list-style-type: none"> ▪ Gain buy-in for LBE from Trustees at Board meeting ▪ Introduce the LBE business model to trustees ▪ Trustees embrace LBE 	<ul style="list-style-type: none"> ▪ Committee members ▪ Trustees 	3/2004 – ongoing through 2004	<ul style="list-style-type: none"> ▪ Board meetings 	<ul style="list-style-type: none"> ▪ Board must embrace LBE for the Foundation to achieve long-term sustainability
<ul style="list-style-type: none"> ▪ Conduct on-going meetings with LBE Committee ▪ Committee has a joint meeting with EBCF staff 	<ul style="list-style-type: none"> ▪ Committee members 	Every two months through 2004 if needed	<ul style="list-style-type: none"> ▪ EBCF ▪ Home of committee member 	<ul style="list-style-type: none"> ▪ Integration of LBE principles into the EBCF culture will take time, energy and dedication; committee has to be dedicated to getting the work done; if process of integration works easier, quicker, committee will not have to meet as often ▪ Committee and staff meet together to exchange, share, and promote the spirit of LBE.

<i>What (Action Steps)</i>	<i>Who</i>	<i>When</i>	<i>Where</i>	<i>Why</i>
<ul style="list-style-type: none"> ▪ LBE sub-committee develops plan for 1st LBE Audit/Evaluation ▪ Basic questions to be addressed: What has been accomplished since beginning of LBE? What are next goals for staff and trustees? Revisit demographic data. 	<ul style="list-style-type: none"> ▪ Interested Committee Members ▪ Supported by CA Tomorrow 	June of 2004	Meetings with department heads, management team, and Executive Committee of Board.	<ul style="list-style-type: none"> ▪ To support the embedding of LBE inclusion and equity lens in regular foundation work. ▪ To help measure progress toward operationalizing its diversity, inclusion, and equity values.
<ul style="list-style-type: none"> ▪ After Values Statement is approved, staff-trustee committee considers ways to use in development of assessment tools for departments and committees. 	<ul style="list-style-type: none"> • Staff-Trustee Committee 	TBD	TBD	<ul style="list-style-type: none"> ▪ To have a formal bi-annual process of evaluation.
<ul style="list-style-type: none"> ▪ Staff conducts LBE discussion groups 	<ul style="list-style-type: none"> ▪ EBCF Staff 	2/2004 - ongoing	<ul style="list-style-type: none"> ▪ EBCF ▪ Other locations if necessary 	<ul style="list-style-type: none"> ▪ Allows the staff to keep the LBE principles on their front burners; assures continued buy-in and acceptance of LBE principles; helps staff to understand the hear/mind model ▪ Staff continues to integrate LBE principles into work plans