



Vision and Strategies
for
Diversity, Equity, and Inclusion

A Three-Year Plan in Service to Oregon

2016-2018

Approved by the Board of Trustees

December 9, 2015

Acknowledgements

We wish to thank our planning group for Diversity, Equity and Inclusion, which has been learning and working together since December 2014. This group, composed of trustees and staff, has worked diligently to accurately reflect our tradition and values and chart a future that continues our evolution and effectiveness.

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Our Journey

The Collins Foundation has been serving the communities of Oregon since 1947. As a family foundation, we take pride in generations of family service, each new generation working to keep pace with a rapidly changing Oregon to serve the state's communities in the best possible way. Demographic changes and growing disparities in Oregon, combined with an evolving awareness around issues of diversity, equity, and inclusion, inspired us to seek a deeper understanding of ourselves and others.

In 2014, we embarked on a process to learn about, question, and wrestle with what it means to serve Oregon's diverse communities, and to develop a plan to guide our work. The first step in this process was an equity assessment of staff and trustees that surfaced the values of respect, collaboration, and mutual learning.

Based on that assessment, we organized a planning group, and together delved into understanding issues of difference; rank, power, and privilege; unconscious bias; navigating conflict; and grantmaking through an equity lens. Simultaneously, we began a planning process, at the heart of which was a discernment of our values and how they aligned with our traditions and current practices. Based on these values, we developed a three-year vision, outcomes, and strategies.

Our Values and Guiding Principles

- As a family foundation, we value our long tradition of service to the people of Oregon.
- We recognize that serving the Oregon of today and the Oregon of the future requires new ways to engage diverse communities across the state.
- We commit to this engagement, and to all our work, with compassion, respect, integrity, humility, and accountability.
- We value collaboration in an atmosphere of mutual respect. Love of family and love of community provide a strong foundation for our collaborative work.
- We value learning and commit to staying informed, relevant, and responsive.
- We value diversity, which brings multiple perspectives to enrich our state, our lives and work.
- We believe that inclusive practices serve to recognize and welcome differences, not diminish or suppress them.
- We work toward equity, which we understand to mean fair and inclusive access to resources and the opportunity for all of Oregon's people and communities to achieve their full potential.

Our Vision for Equity

In that spirit and tradition, we want the state of Oregon to be a place where all people have access to high-quality, culturally responsible services in sectors such as health, social services, education, housing, and employment. We also envision vibrant neighborhoods and communities where residents enjoy access to healthy, affordable food; a rich variety of artistic and cultural expression; and the benefits of Oregon's natural environment. As a philanthropic organization supporting many of these efforts across the state, we acknowledge that we have an important role in realizing this vision. Finally, within the Foundation, we know that we have a responsibility to live by the inclusive practices we hope to see in the communities we serve.

Over the next three years, we seek the following outcomes to move toward the realization of this vision:

- I. Our Foundation home is a welcoming place for all
- II. Our staff and trustees reflect the communities we serve
- III. We use community engagement as a tool to listen, learn, and build mutually beneficial relationships and programs
- IV. We use an equity lens in our grantmaking activities and processes
- V. We operate as a learning community and support the learning of others
- VI. Our policies and practices align with our values

Our Commitment

The Collins Foundation commits to employing an equity lens in both our internal structures and how we engage externally with Oregon's diverse communities as a funder and partner. Employing an equity lens means we welcome and encourage diversity, practice and promote inclusion, and pay attention to how we conduct our business both inside our walls and out in the community.

To make this present commitment does not take away from our past record of excellent service. Nor does it diminish our longstanding reputation for compassion and fair treatment working with partners and grantees. To the contrary, we have the past to build on, and we look to these strengths to inform our present efforts. In keeping with our ethos, we will do our best to meet people and organizations where they are, using our resources to help us all move toward a more equitable future. We are prepared to stay faithful to this work while staying true to ourselves, and in this, we will be guided by the question: How does a family foundation dedicated to supporting issues of well-being, quality of life, and the common good express the values of diversity, equity, and inclusion in our work?

Strategies for Diversity, Equity, and Inclusion
2016-2018

Outcome I: Our Foundation home is a welcoming place for all

Strategies

- A. Continue staff and trustee training/coaching to:
 - Deepen understanding of relationship building with people different from ourselves
 - Deepen understanding of policies and practices that promote diversity and inclusion in organizations
- B. Ensure that our website continues to reflect the people and cultures of Oregon
- C. Acquire/exhibit artwork and other representations of Foundation activities that reflect the people and cultures of Oregon to ensure that the Foundation office is an extension of our values and principles
- D. Work on increasing accessibility to the building we occupy and our office

Outcome II: Our staff and trustees reflect the communities we serve

Strategies

- A. Put policies in place to ensure hiring procedures reflect our commitment to diversity and inclusion
- B. Hire new Grants Manager
- C. Hire and/or contract with new Community Engagement Officer
- D. Create Trustee Succession Plans for family and non-family members in order to ensure continued effectiveness and to enhance diversity of the Board of Trustees
 - For family members: Ensure that present and future family members have a shared understanding of eligibility criteria and the process for filling vacancies
 - For non-family members: Create a viable structure for non-family members including the optimal number of trustees in this category, eligibility criteria, length of service, and appropriate compensation.
- E. Create succession plan for senior staff to ensure that diversity is both maintained and enhanced in the future (include compensation review and processes for recruitment and retention of qualified staff)
- F. Invest in a more diverse leadership pool in Portland and throughout the state

Outcome III: We use community engagement as a tool to listen, learn, and build mutually beneficial relationships and programs

Strategies

- A. Hire and/or contract with new Community Engagement Officer
- B. Design and implement engagement activities, which may be in partnership with community-based nonprofits, that will help us better understand needs and assets in marginalized communities (based on documented disparities, the first tier of engagement will be with communities of color and immigrant and refugee communities in urban and rural Oregon)
- C. Out of this engagement, create future directions and/or initiatives, including technical assistance and capacity building, that may involve the formation of community-based advisory committees working with staff and trustees

Outcome IV: We use an equity lens in our grantmaking activities and processes

Strategies

- A. Ensure that the new Grants Manager employs best and promising practices for collecting, analyzing, and reporting data through an equity lens
- B. Ensure that trustees and staff are trained in grantmaking through an equity lens and employ best and promising practices
- C. Review and revise grant application and review processes, as needed, to align with best and promising practices
- D. Explore models for community capacity building and technical assistance funds/initiatives and design/implement as appropriate
- E. Explore the creation of a Collins Initiative, possibly in a specific funding area (e.g. arts) to recognize and strengthen community assets, enhance quality of life for participants, and provide learning opportunities for the Foundation
- F. Explore the use of Community Readers in both responsive and initiative-based grantmaking
- G. Explore ways to highlight equity grants in our annual report and other publications

Outcome V: We operate as a learning community and support the learning of others

Strategies

- A. Continue staff and trustee training/coaching around equity-related topics
- B. Support trainings for the foundation, and others, through consultants, Grantmakers of Oregon & Southwest Washington, and other opportunities, as appropriate
- C. Refine systems for collecting and analyzing data
- D. Incorporate learning opportunities into the development and implementation of new Foundation programs and/or initiatives including further learning about specific marginalized communities
- E. Share learnings with broader community

Outcome VI: Our policies and practices align with our values

Strategies

- A. Institute a practice to ask ourselves these questions: Where does this policy, practice or partnership fall on the continuum to support fair and inclusive access to resources and provide Oregon's people and communities the opportunity to achieve their full potential? Does it support fair and inclusive access and opportunity? Is it neutral? Does it stand in the way of this vision for equity?
- B. Hold ourselves accountable through annual internal review of all strategies in this plan, our values, and Foundation policies and make adjustments as needed
- C. Dedicate resources to implementing and sustaining these efforts