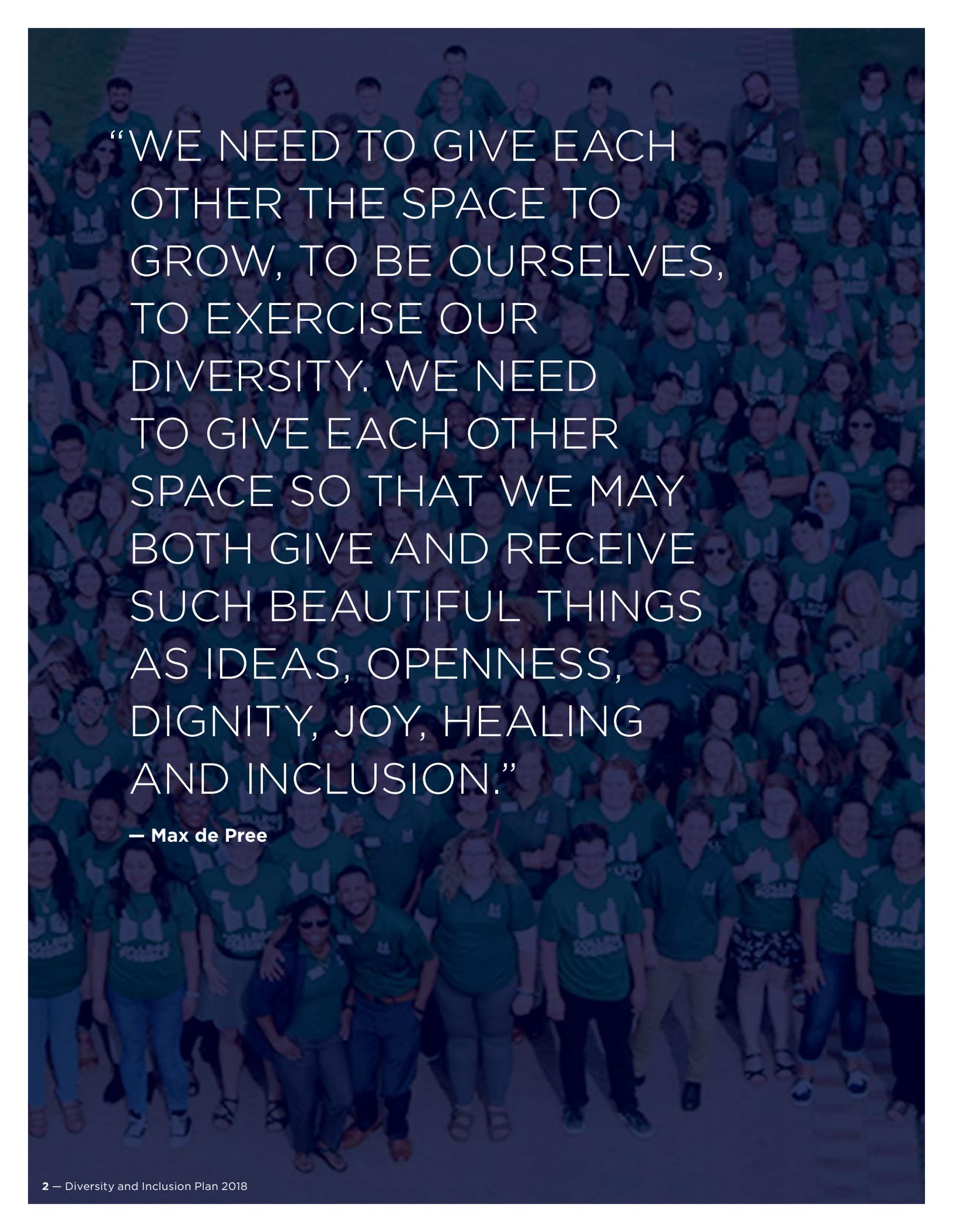




Diversity and Inclusion Plan 2018





“WE NEED TO GIVE EACH OTHER THE SPACE TO GROW, TO BE OURSELVES, TO EXERCISE OUR DIVERSITY. WE NEED TO GIVE EACH OTHER SPACE SO THAT WE MAY BOTH GIVE AND RECEIVE SUCH BEAUTIFUL THINGS AS IDEAS, OPENNESS, DIGNITY, JOY, HEALING AND INCLUSION.”

— Max de Pree

I am proud to present College Possible's Diversity and Inclusion Plan, a plan which not only outlines our goals but the steps we will take throughout the next year to achieve them.

This plan was developed based upon the insights and feedback you shared with SLT during listening sessions, in one-on-one conversations and via comments on the Quad. It is also based upon work SLT engaged in with inclusion and diversity consultants.

This plan is not complete, nor will it ever be. Instead, as you and I learn, I hope we can look on it as a living document, something that will change and evolve as we grow as an organization committed to equity. It does not include actions that we knew we could not give serious attention to this year, but that does not mean we did not hear and will not address these issues in the future.

My sincere thanks to all of you who took an active part in this process. I am humbled and honored to know that your commitment to College Possible and the work we do translates into a commitment to making the organization the very best it can be.



A handwritten signature in black ink that reads "J.R. McAll". The signature is stylized and cursive.

Jim

Each of us has made a commitment to work or serve with College Possible because we believe in the mission of making college admission and success possible for more American students from low-income backgrounds. Whether you serve as a coach, work in program development, lead fundraising efforts or support the organization in other ways, you are an integral part of this mission.

Your personal background, life experience, perspective, religion, color, gender identification, culture or race contribute to these efforts, and it is our goal as an organization to ensure that we become a diverse and inclusive organization.

To that end, and based upon considerable input and feedback from across the organization, College Possible has created this Diversity and Inclusion Plan. This plan includes actions we have or will be taking in 2018. It is meant to be a living document: as we have new or better ideas, or just simply learn more, we will make changes to the original plan. Your participation in this process is not only welcome, but necessary to ensure our shared work is successful.

Defining Diversity and Inclusion

To successfully drive an organizational culture, it is important that we define the values and behaviors that best contribute to this culture. The work we do in this area will guide us in all of our future work. To that end, we plan to:

- + Create definitions of diversity and inclusion. The words “diversity” and “inclusion” can have different meanings for all individuals. To ensure our success in this process, we must operate with a shared understanding of what these terms mean at College Possible.
- + Develop expectations for how people are to interact, based on our commitment to diversity and inclusion, leading to a “Treatment of Each Other” policy. This document will provide a baseline of expectations for how both employees and AmeriCorps members interact with each other.

SPRING 2018 We will be forming a committee to review the Treatment of Each Other policy and help define diversity and inclusion for College Possible. These will be introduced and adopted across the organization.



“DIVERSITY IS NOT ABOUT HOW WE DIFFER. DIVERSITY IS ABOUT EMBRACING ONE ANOTHER’S UNIQUENESS.”

— Ola Joseph

Committing to Continuous Improvement

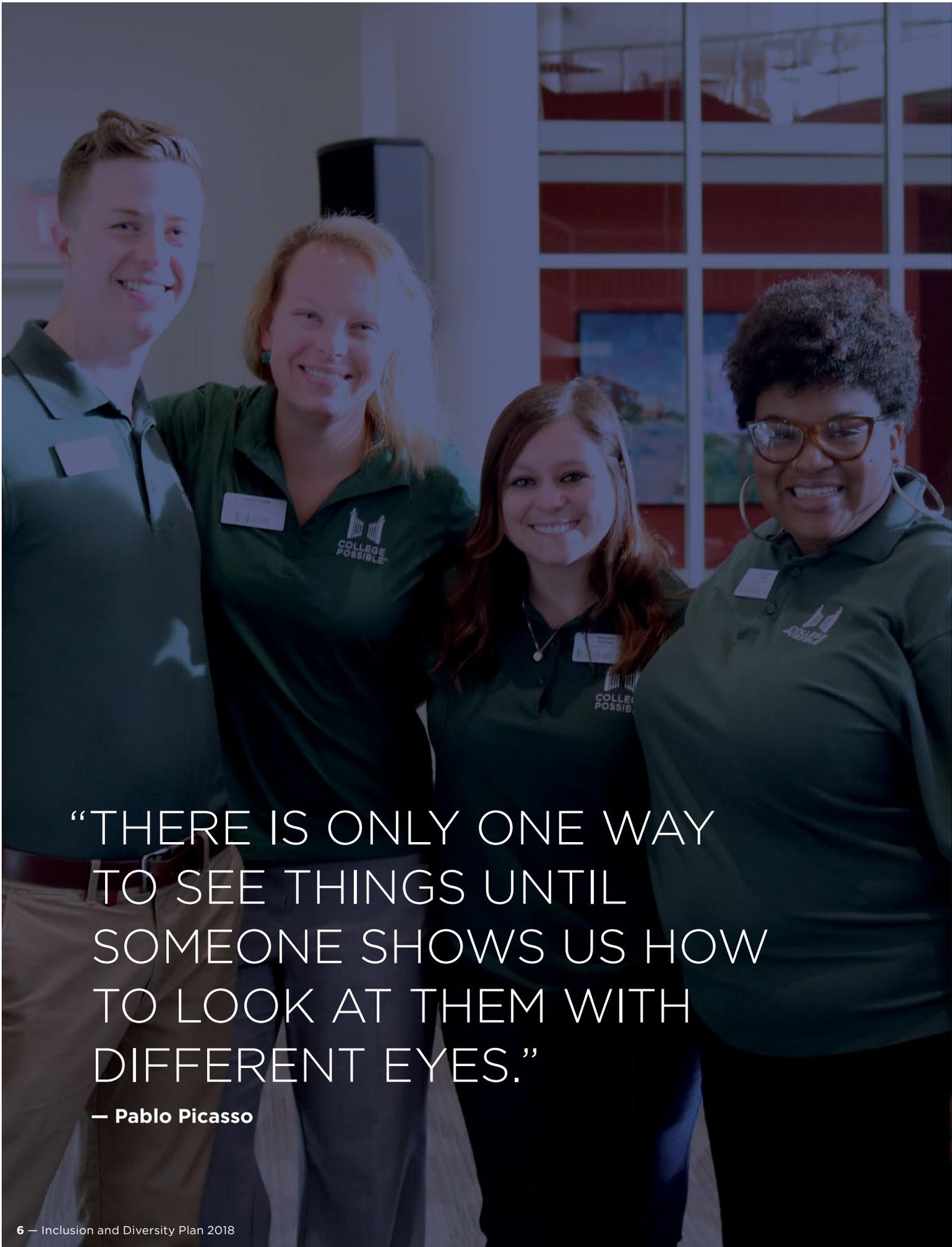
With our definitions of diversity and inclusion created, and with clear expectations of how we expect each other to interact in the workplace, we can take the next steps on our journey to diversity and inclusion. To assist us in our efforts to continuously improve and adapt, we will:

SPRING 2018 + Identify and define employee and leadership skill sets required to create an inclusive environment. If we want to be successful in creating a new environment, we need to identify the skills that will make us successful.

FALL 2018 + Understand organizational concerns regarding the Idealistic Leader Traits by gathering feedback on ways we can ensure these reflect our values around diversity and inclusion. The Idealistic Leader Traits are meant to serve as a guide for our culture at College Possible, so it is important that we understand and respond to these concerns.

We are committed to providing ongoing training in and communication about our values to ensure that each of us is continuously developing and growing our understanding of who we are as an organization. This applies equally to our recruitment and onboarding communications and processes. To achieve our goals of becoming a more diverse and inclusive organization, we will:

SUMMER 2018 + Develop courageous conversations training for College Possible. Creating a more inclusive culture requires us to engage in uncomfortable discussions. It requires constant feedback, and being able to give and take constructive feedback is critical.



“THERE IS ONLY ONE WAY
TO SEE THINGS UNTIL
SOMEONE SHOWS US HOW
TO LOOK AT THEM WITH
DIFFERENT EYES.”

— Pablo Picasso

- SUMMER 2018** + Incorporate skill sets required to create a diverse and inclusive College Possible into the performance review process for employees, supervisors and senior leaders. To drive a more inclusive workplace, we must reinforce the behaviors that will help make us successful.
- SUMMER 2018** + Provide Sexual Harassment and Discrimination awareness training to LT and AmeriCorps members. We are committed to providing a safe workspace for all employees, AmeriCorps members and students.
- FALL 2018** + Improve recruitment strategies for AmeriCorps and LT with the goal of attracting a more diverse pool of applicants. Whether it's assessing where we post our open positions or reviewing how we interview applicants, we want to ensure our recruitment strategies are inclusive.
- FALL 2018** + Deliver interview training for LT to reduce bias in the interview process. Everyone has conscious and unconscious bias. To ensure a fair interview process, we must ensure those representing College Possible in the interview process are making their hiring decisions based on qualifications for the position.
- FALL 2018** + Create and implement supervisor training. Supervisors play a critical role in creating the right environment. We must support our managers by providing them with the tools and resources to be successful.
- FALL 2018** + Provide Intercultural Development Inventory (IDI) assessment for LT. This will be an opportunity for personal development for our employees. We are currently in the process of identifying facilitators to provide this training.
- WINTER 2018** + Develop diversity and inclusion training for College Possible, which will be provided to existing employees and used in onboarding to set the tone for new employees and AmeriCorps members joining the organization. Setting and clarifying expectations in the onboarding process will help new employees and AmeriCorps members immediately begin to work effectively within the organization.

Review, Assess and Evolve

Implementing this diversity and inclusion plan is not enough to ensure that we reach our goals. Equally important is the process of assessing the impact of our diversity and inclusion work. Throughout 2018 and 2019, we will:

- SPRING 2018** + Assess engagement in and impact of inclusion work on College Possible culture through LT and AmeriCorps engagement surveys.
- FALL 2018** + Consider adding salary ranges to job postings to provide greater transparency to existing and prospective employees. There is a growing sentiment that posting a broad salary range will help employers spend time with candidates most likely to accept an offer, and will help prospective candidates determine if they can accept the position. College Possible wants to attract and retain the best possible candidates, and this strategy is worth exploring.

- FALL 2018 + Consider incorporating floating holidays into the holiday schedule. College Possible wants employees of all faiths to be able to have the time they need to celebrate and honor their faith traditions. To support this, we will review our existing holiday schedule to consider offering a floating holiday for employees to utilize as needed.
- FALL/WINTER 2018 + Develop new actions utilizing feedback from LT and AmeriCorps engagement surveys.

This plan outlines an ongoing process that each member of College Possible must commit to, revisit and be open to adapting as the organization evolves. Only with this attitude of a shared endeavor and continuous improvement can we ensure that College Possible grows as the organization we wish it to be.

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