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INFORM INVEST INVOLVE



Heart of Missouri United Way

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The work is not done: Commitment to an inclusive community

hen in crisis mode. it is so easy to realize the importance of diversity, inclusion and equity. But how do we operate outside of crisis mode? How do we ensure that momentum is not lost once we perceive everything to be "back to normal"? Even better, how can we be proactive in our efforts with a desire to thwart any need for operating in crisis modus operandi?

In 2015, our community was forced to deal with equity challenges brought to surface by students advocating for change on their campus. Regardless of how any one citizen felt about the community discord, there are a few things that can be agreed upon: 1) dialogue opportunities opened up that would not have been addressed organically, 2) the national spotlight was on the community for all of the wrong reasons, and 3) the obstacles presented were not isolated to the campus alone.

Many began to wonder how leadership both on and off campus would begin to address the needs of the students, faculty, and staff as well as the community at large. Silence and aversion were not options. While the work needed involved and continues to involve much more than just one tactic or tool, a strategy to begin the work both personally and professionally proved to be just what was needed to move an entire community toward real and intentional change.

Campus executives brought in leadership with

a fresh perspective that introduced the inclusive excellence framework and began a system-wide initiative to implement the framework into each department, school, and division. With this work being done by Dr. Kevin McDonald on campus, community leaders could see the potential solution for local businesses as well. The opportunity presented itself to get Columbia's business leaders on the same page as higher education leaders in the understanding of inclusive spaces and language. Dr. McDonald was able to translate the higher education terminology of the Inclusive Excellence Framework to business language and partnered with community organizations, Heart of Missouri United Way and Inclusive

Impact Institute, to lead the charge of educating the business community on the importance of inclusive excellence. Leadership across the community was learning the details of the five dimensions of the framework: access and success; training and education; community engagement; organizational climate and intergroup relations; and organizational infrastructure.

As a model, Inclusive Excellence incorporates diversity efforts into the core of organizational functioning to realize the benefits of diversity. Applying Inclusive Excellence concepts leads to infusing diversity into an organization's recruiting, and hiring processes; into its training; and into its administrative structures and practices. Inclusive Excel-

lence means an organization has adopted means for the cohesive, coherent, and collaborative integration of diversity, inclusion and equity into the organizational pursuit of excellence. Accepting the Inclusive Excellence model reflects the understanding that diversity, inclusion, and equity are catalysts for organizational excellence, are to be invited and integrated into the very core of the business enterprise, and are not isolated initiatives.

As part of this inclusive work, organizations that accept the integration of the framework make the statement that they have a respect for and understanding of diversity, inclusion, and equity and stand on the principles that it represents. They are in the process of making the practice of inclusive excellence a part of who they are and what they do. They will stand on this statement both in practice and on paper through the signing of a document entitled "Principles of Community." The principles of community are aspirational statements that embody an organization's level of commitment to diversity and equality and reflect the ideals they aspire to uphold.

As we continue the work in our higher education spaces and our business community we are compelled to understand that the change we seek will only be as sustainable as the leaders in place making way for systemic change. Those leaders cannot allow periods without crisis to give the false understanding that "we have



DIRECTOR

INCLUSIVE IMPACT INSTITUTE

arrived" and the work is finished. It is not.

We will continue the work necessary to create the community that we wish to see. We are not done, there is much work left to do, but our community can take pride in the progress being made. We are committed to not allowing our diversity. inclusion and equity work to be the latest trend that everyone aspires to follow. One business at a time; one citizen at a time. The journey will continue.

The Inclusive Excellence model is based on three monographs disseminated by the Association of American College and Universities: Making Diversity Work on Campus: A Research-Based Perspective, Achieving Equitable Educational Outcomes with All Students: The Institution's Roles and Responsibilities, and Toward a Model of Inclusive Excellence and Change in Postsecondary Institutions.

The fight for diversity, equity and inclusion

had the opportunity this spring to do an internship with Heart of Missouri United Way. I went into the internship with virtually no idea what United Way did or how it operated. I, in fact, had some harsh assumptions that I quickly realized were simply false. I imagined an organization that was pseudo political and prioritized pleasing its donors. I really had no idea how United Way functioned, and my problematic assumptions did not end with the structure of the nonprofit world.

Being a student of philos-

ophy and gender studies, I have come to be very aware of the multitude of forces that generate inequity within our society. I can't help but see it nearly everywhere, whether it be a grocery bagger patronizing a person with mobility issues by insisting they need help carrying their bags, a landlord refusing to rent to people because of the color of their skin or a construction contractor refusing to hire certain people, whom they keep insisting need to get an "honest job". I am often uncomfortably aware of the continued social "othering"

that creates inequity within our community.

Knowing this I began my internship with an eye on how nonprofits interacted with different groups suffering various barriers to equity, and I wondered if I was about to enter an organization that was just as problematic as the the rest of society.

The skepticism I had going in was quickly undermined by the culture I encountered there. I did not expect breakfasts focused on building awareness of unconscious bias (shout-out to Nikki McGruder and the

Inclusive Impact Institute), nor did I expect required reading material on the issues that prop up systemic racism. Nor did I expect to be witness to an organization in the process of internalizing the same values I was learning through MU's Women's and Gender Studies program.

I suppose that was a lesson on assumptions for me, and how my tendency for viewing inequity can at times reinforce my automatic skepticism.

How does United Way really work? I find it interesting how many, myself included, didn't know. This presents a problem, as we tend to make assumptions and those assumptions tend to have a negative bias. United Way works as a kind of central command for non-profit organizations in the area. It does this primarily in three ways. First, it operates as a fund-raising entity; most of us know that part. Second, it builds awareness; awareness of the needs of the community and the services available within the community. Third, it acts as a bridge between the people in our community who need help and the resources that they need. United Way is

structured apolitically. The staff have no control over who receives funding, an advisory council drawn from the community (that anyone can be on, check out the Heart of Missouri United Way webpage) makes all decisions on funding alloca-

An accurate, honest view of United Way and organizations like it is critical in earning their trust the next time they ask for our time and money. Naturally, we'd prefer to have control over where our money goes. What I've come to learn is that the people there are incredibly qualified and dedicated toward fairly distributing our donors' collective resources within the community.

If you think about it, many of us just don't know our communities as well as we think we do. We might overlook agencies that are underfunded, and desperately need the most help. That's where United Way comes in. It's literally their job to find, evaluate, and aid those agencies.

Heart of Missouri United Way is a major fighter in the battle against inequity within our region. It achieves this by embodying its values, practicing



THOMAS FRENCH INTERN COMMUNITY IMPACT

self-awareness and adopting evidence-based practices to help improve the lives of those most vulnerable in our community. Central to this approach is becoming aware of the issues that drive inequality within our community, such as systemic racism.

All in all, my internship was an amazing opportunity to learn, apply my education and see what my degrees are worth outside the classroom. It put me in direct contact with organizations that I might seek employment from after I graduate. Finally, it allowed me to sit at the table and truly see what working for the betterment of a community looks



MISSION

The Heart of Missouri United Way fights to improve lives in our community.

VISION

Our community wins by Living United: By responding to changing community needs. By forging strategic partnerships and fostering effective solutions to tackle local issues. By harnessing the best resources and inspiring others to join the fight in defeating barriers to basic needs, health, education and financial stability.

VALUE STATEMENT

Heart of Missouri United Way

- Secures community dollars
- Raises awareness of community issues
- Builds organizational capacity for the nonprofit sector

Commitment to the principles of community:

inclusion, diversity & equity (IDE) initiatives in Columbia and Boone County

he Heart of Missouri United Way values programs that advance the ideas of inclusion, diversity and equity, and that advance equitable opportunities for all. We are grateful to be part of a community with a broad commitment to the Principles of Community. The Principles of Community attest, in part, to the notion that "we recognize that to create an inclusive and intellectually vibrant community, we must understand and value both our individual differences and collective similarities." Additionally, we affirm, among other things, "the inherent dignity and value of every person, their right to express themselves, and that human diversity enriches our lives and our organizations." And finally, "we reject all forms of prejudice and discrimination, including those based on age, color, diverse ability, gender, gender identity, gender expression, national origin, political affiliation. race, religion, sexual orien-

tation, and veteran status."

United Way Worldwide's Promotion of IDE and Using an IDE "Lens"

United Way Worldwide has a robust online IDE resource collection. This collection was developed to help United Ways have productive conversations in the community around race, equity and inclusion. Whether it is workplace campaign community engagement, conversations or making connections within your organizations, this collection of tools and resources was created to assist United Ways in effectively conducting courageous conversa-

As a member of the United Way Worldwide community, Heart of Missouri United Way considers the following. We strive to:

- Understand our United Way's history and how it shapes us as an organization.
- Understand our demographics - we must have cultural competence to

adopt sensitivity and a multi-lens approach in order to work effectively with a given community/ segment.

- o Data about the community as a whole
- o Data that gives examples about the issue under discussion
- o Data about what is already being done to address the issue
- Create inclusive dialogs to bring in participants from all segments of the community.

Who are the community leaders of the segments in your community? Have they been invited to help create our community conversation experience and serve as dialog leaders?

Inclusive Excellence Journey in Boone County

This initiative is an eightmonth program directed at local organizations and businesses to encourage constructing an inclusive environment, and adopting

the cohesive, coherent, and collaborative integration of diversity, inclusion, and equity into the organizational structure. This initiative is a collaboration with Inclusive Impact Institute and the MU-Division of Inclusion, Diversity & Equity. This opportunity is open to every business/organization leader and persons of interest in the county. For more information, visit www.inclusiveimpact.org

The Inclusive Excellence Framework at Heart of Missouri United Way and partner agencies

A partnership between the Heart of Missouri United Way and the University of Missouri's Division of Inclusion, Diversity and Equity (IDE) began in the fall of 2016, with the intention of developing a way to deliver grant funding to agencies for projects that are intentionally designed to incorporate the five dimensions of the Inclusive Excellence Framework into their work.

The Inclusive Excellence Framework and The Five Dimensions therein:

- Empowers us to do our work with intention.
- Is driven by a deep respect for people.
- Assists agencies in mapping all current inclusion, diversity and equity efforts, policies, programs, trainings, and other work to the framework.
- Assists in identifying gaps and in determining action steps to begin to close or eliminate the gaps.

The dimensions of the Inclusive Excellence Framework have the corresponding goals:

- Access & Success: the goal of this dimension is to achieve and retain a more diverse staff and ensure client and partners are able to use the services/resources provided.
- Organizational Climate: the goal of this dimension is to create and sustain an organizational environment that acknowledges and celebrates diversity and employs inclusive practices throughout its daily operations.
- Training and Education: the goal of this dimension is to engage employees in learning varied perspectives of domestic and international diversity, inclusion, equity and social justice.
- Community Engagement: the goal of this dimension is to leverage organizational philanthropy and community partnerships to improve outcomes in local/regional communi-
- Organizational Infrastructure: the goal of this dimension is to create and sustain an organizational infrastructure that effectively supports



AUGUST, 2019

Krista Myer

DIRECTOR OF CONTINUOUS IMPROVEMENT HEART OF MISSOURI UNITED WAY

progress in achieving diversity goals.

For more information see: https://diversity.missouri. edu/our-work/inclusive-excellence-framework/

Inclusion, Diversity & Equity Grants to Six Heart of Missouri United Way partner agencies in 2018-2019

In 2018-2019 academic year, a total of \$25,085 was awarded for 6 projects addressing all 5 dimensions of the Inclusive Excellence 2018-2019 Framework. Projects include:

assistance program at Mary Lee Johnston Early Learning Center • professional development

• a child development

- activities at Job Point hiring of a part time par-
- ent involvement manager at Grade A+ • board development activ-
- ities at Big Brothers Big Sisters data management
- improvements at First Chance for Children · current organizational
- culture review at Voluntary Action Center development of a MWBE

roundtable (developed without funding) at Heart of Missouri United Way

Despite long-standing systemic problems in inclusion, diversity,

olumbia, MO is a vibrant city. We have great public schools, excellent health care, and a thriving economy. Violent crime is low and by all measures, Columbia is a great place to live, work, raise a family, and grow.

Unfortunately, there are a number of community indicators that tell us that not everyone in Columbia is doing well. Significant disparities exist among groups with regard to financial stability and economic mobility, student achievement and school discipline, and law enforcement contacts and the criminal justice system. In spite of record low unemployment, black and brown unemployment is still double the rate for whites. Some of these statistics mirror national trends, but in a community as prosperous and progressive as Columbia, why aren't we doing

better?!

Inclusion, Diversity and Equity (IDE) are words that are frequently discussed by human resources professionals, business leaders, and civil rights/social justice proponents. It's generally agreed that IDE is a good thing, but what gets missed is the fact that racism, inequity, and injustice are SYS-TEMIC problems. Efforts to address these issues are not about blaming individuals, but rather must focus on what can be done to dismantle the systems that perpetuate these problems. We ALL need to do this work, but in particular individuals and organizations with significant influence in our community must step up and lead in speaking truth and insisting on accountability for results. In the face of ongoing

and long-standing systemic problems with regard to

inclusion, diversity, and equity there are very positive things happening in Columbia. It's been encouraging that the City of Columbia's Strategic Plan includes a stated commitment to social equity. The City is working on big initiatives that involve federal funding focused on affordable housing, homelessness, and homeowner education and financing. The minimum wage for Columbia City employees has been increased to \$15 per hour as part of the commitment to pay a living wage. The Columbia/ Boone County Health Department has been leading efforts to address health disparities through various programs. Boone County is becoming a model for childhood mental health treatment and support. Columbia Public Schools has been working hard to implement changes in their policies

and equity positive things are happening in Columbia and adopted practices such as Restorative Justice that result in fewer of our black and brown students being the subject of disparate disciplinary actions. Columbia's police chief has shown strong leadership in addressing the Vehicle Stops Report (VSR) disparities and in implementing Community Oriented Policing. This work doesn't happen in a vacuum and it cannot happen without the support and collaboration of numerous groups and agencies in our community. That's where Heart of Missouri United Way comes in!

> The Heart of Missouri United Way is an important convener and force for change in our community. United Way specializes in partnering and collaborating with organizations and investing in solutions that are intended to help move the needle within their FOUR impact areas of: 1) Basic Needs (food, clothing, shelter), 2) Education (school readiness and proficiency), 3) Financial Stability, and 4) Health. The Community Impact Model is how Heart of Missouri United Way is working to address poverty and the reasons that Columbia is not working for some folks. AWARENESS is an important part of the work, including acknowledging systems of inequity. Providing funding for initiatives that can impact these problems in our community is

what United Way does. The

process for soliciting and

reviewing applications from

organizations, and making

awards for grant funding

from United Way, helps ensure that the work being done is on target, results are measurable, and organizations are accountable. In addition, recommendations by United Way's Advisory Councils and decisions by United Way's Board of Directors reflect their commitment to Social Equity. As a recent volunteer on the Financial Stability Advisory Council, I was impressed with the professionalism of the United Way staff, the interactions of colleagues, and the overall decision process for awarding funding grants. Contributors should feel good knowing that their donations to United Way are managed responsibly and with an important focus on accountability for outcomes.

More specific to the work of moving Inclusion, Diversity and Equity forward in Columbia, the United Way is a strategic collaborator with the Inclusive Impact Institute in the adoption and implementation of the Inclusive Excellence Framework in our community. It is important for the business community to embrace the Inclusive Excellence principles and practices, but it's also important for our non-profit organizations to learn and implement the Inclusive Excellence principles as well. To that end, United Way has been a committed partner in facilitating meetings, opportunities, and meaningful dialogue around Inclusion, Diversity and Equity. Other United Way activities in-

clude roundtable discus-

sions with the City of Co-



STEVE CALLOWAY COMMUNITY VOLUNTEER HEART OF MISSOURI UNITED WAY

lumbia, Columbia Chamber of Commerce, community leaders and minority entrepreneurs, United Way leaders regarding Women's and Minority-owned Business Enterprises (WMBE). I have appreciated the willingness of United Way to engage around difficult topics and to collaborate with business and non-profit organizations in service to the Columbia community.

Heart of Missouri United Way holds a unique role as a convener, collaborator, and investor in the Columbia community. It's important to me that the organization is guided by the Principles of Community and those principles include a focus on Inclusion, Diversity and Equity. United Way's message of LIVE UNITED says that together we can have an IM-PACT in addressing issues of racism, poverty and disparity so ALL can enjoy the richness that is Columbia/ Boone County.







LIVE UNITED

Heart of Missouri United Way

Certified Agencies

Community Impact : Education - Health - Financial Stability - Basic Needs

ADULT DAY CONNECTION

ALZHEIMERS ASSOCIATION OF GREATER MISSOURI

AMERICAN RED CROSS EASTERN MISSOURI REGION

BIG BROTHERS BIG SISTERS OF CENTRAL MISSOURI*

BOONSLICK HEARTLAND YMCA - COOPER COUNTY*

BOYS & GIRLS CLUBS OF THE COLUMBIA AREA*

BOY SCOUTS OF AMERICA - GREAT RIVERS COUNCIL

CENTRAL MISSOURI AREA AGENCY ON AGING

CENTRAL MISSOURI COMMUNITY ACTION

CENTRAL MISSOURI FOSTER CARE AND ADOPTION ASSOCIATION*

CHILD CARE AWARE

CITY OF REFUGE*

COLUMBIA CENTER FOR URBAN AGRICULTURE*

COLUMBIA HOUSING AUTHORITY LOW-INCOME SERVICES*

COMO YOUTH WORKS

DEFENSE AGAINST DIABETES

EASTERSEALS MIDWEST

FAMILY COUNSELING CENTER OF MISSOURI INC.*

FAMILY HEALTH CENTER*

FIRST CHANCE FOR CHILDREN*

FUN CITY YOUTH ACADEMY*

GIRLS ON THE RUN

GIRL SCOUTS OF THE MISSOURI HEARTLAND

GRADE A PLUS, INC.*

GREAT CIRCLE*

HARRISBURG EARLY LEARNING CENTER*

HARVEST HOUSE - COOPER COUNTY*

HEART OF MISSOURI CASA*

IN2ACTION

JABBERWOCKY STUDIOS*

JOB POINT*

LIFE NETWORK OF CENTRAL MISSOURI

LOVE INC*

LUTHERAN FAMILY & CHILDREN'S SERVICES*

MARY LEE JOHNSTON COMMUNITY LEARNING CENTER*

MEALS ON WHEELS

MID-MISSOURI LEGAL SERVICES CORP.*

NORA STEWART EARLY LEARNING CENTER*

PEDNET COALITION, INC.

PHOENIX HEALTH PROGRAMS*

RAINBOW HOUSE*

RILEY EQUINE CENTER

ROCK THE COMMUNITY

SOUTHERN BOONE AREA YMCA

SERVICES FOR INDEPENDENT LIVING (SIL)*

ST. RAYMOND'S SOCIETY

THE BLUFFS

THE FOOD BANK FOR CENTRAL & NORTHEAST MISSOURI*

THE SALVATION ARMY*

TRUE NORTH*

TURNING POINT

UNITED CEREBRAL PALSY HEARTLAND CHILD DEVELOPMENT CENTER

UNITED COMMUNITY BUILDERS*

UNIVERSITY Y

UNLIMITED OPPORTUNITIES INC. - COOPER COUNTY*

VOLUNTARY ACTION CENTER*

WELCOME HOME

* DENOTES FUNDED AGENCY

Text "LiveUnited" to 91999 to give a donation.

UPCOMING EVENT DATES

September 6, 2019 Campaign Kick-off and Day of Caring

COLUMBIA AGRICULTURE PARK - 8:00AM

September 25, 2019 Peer - to - Peer Networking Conference

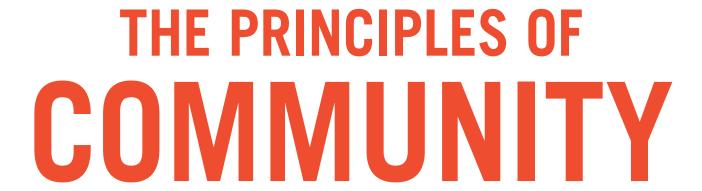
THE FOOD BANK - 7:30AM-4:00PM

October 19, 2019 United Way Party at the Station OPEN TO THE PUBLIC

October 23, 2019 Community Summit OPEN TO THE PUBLIC

November 21, 2019 LIVE UNITED Day





WE AFFIRM the inherent dignity and value of every person and strive to maintain a climate for work and learning based on mutual respect and understanding.

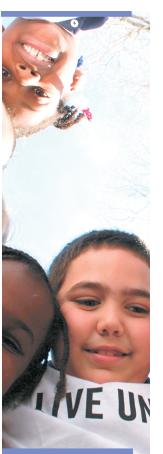
WE AFFIRM the right of each person to express thoughts and opinions freely. We encourage open expression within a climate of civility, sensitivity, and mutual respect.

WE AFFIRM the value of human diversity because it enriches our lives and our organizations. We acknowledge and respect our differences while affirming our common humanity.

WE REJECT all forms of prejudice and discrimination, including those based on age, color, diverse ability, gender, gender identity, gender expression, national origin, political affiliation, race, religion, sexual orientation, and veteran status. We take individual and collective responsibility for helping to eliminate bias and discrimination and for increasing our own understanding of these issues through education, training, and interaction with others.

WE PLEDGE our collective commitment to incorporate these principles into our mission.









GET INVOLVED. LIVE UNITED.®

get involved at our website:
www.UWHeartMO.org
or call our office at (573) 443-4523