

**Cultural Diversity in Conservation Organizations and Programs:**

**Follow-up Survey of Progress, Initiatives, Programs and  
Accomplishments by Selected Member Organizations of the Natural  
Resources Council of America, May 2002 – May 2004**

**A Report Prepared for the  
Natural Resources Council of America**

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## **Part I: Introduction**

In April 2004, the Natural Resources Council of America (the Council) contracted with Robert G. Stanton, consultant in conservation policy, planning and management, to conduct a follow-up survey to: (1) assess progress to date in the utilization and implementation of the major recommendations set forth in the cultural diversity study project reports completed in May 2002 and July 2003.<sup>1</sup> (Please see complete listing of recommendations in the Appendix (A); (2) anecdotal information on the individual organization's progress made toward achieving cultural diversity goals; (3) develop additional recommendations based on survey findings; and (4) prepare a summary report as an update and addendum to the original report, "Opportunities and Actions for Improving Cultural Diversity in Conservation Organizations and Programs."

This report for the purpose of cultural diversity representation uses the Race and Hispanic or Latino categories as designated by the U.S. Census Bureau.

Twenty-one (21) of the sixty seven (67) member organizations which participated in the initial study project were included in this survey. (Please see listing of participating member organizations in Appendix (B)). Each of these organizations contributed to the survey through the consultant's personal onsite interviews, telephone conversations and/or correspondence with the CEOs and/or staff. The consultant also obtained information useful for the survey through his attendance at several board meetings and special programs sponsored by member organizations.

The survey focused principally on the following areas:

1. Diversity representation on staff and board of directors and youth in conservation programs.
2. Engagement with diverse communities and organizations.
3. Interorganizational collaboration and cooperation.
4. Support and assistance through the leadership of the Council of Directors and staff with respect to recruitment, training, publications, program evaluations, etc.

Note: The views expressed in this report reflect those of the consultant and do not necessarily represent the opinion of the Natural Resources Council of America or its member organizations.

## **Part II: Progress in Achieving Cultural Diversity**

### **(1) Strategic Planning for Diversity:**

The 2002 report recommended that each member organization establish a strategic goal for improving diversity in their organization and programs. With two exceptions, each of the participating organizations has adopted a strategic diversity goal, or have plans to do so within the next several months.

A board approved and widely communicated strategic plan which addresses diversity is the first order of business for each organization. Deborah L. Kacsis and Susan A. Wuechter in their book, Driving Strategic Planning – A Nonprofit Executive Guide, states that, “In the hierarchy of plans for your organization, the strategic plan is the backbone that supports the rest of the body. It guides and feeds into all other planning that you must undertake before your activities are drafted by staff, for staff, -- business plans and budgets are drafted by your financial offices, fund-raising plans are created by your development staff. Each of these documents must relate positively to the master document, the strategic plan, and in detail turn the main directive into action items.”<sup>2</sup>

Four of the participating organizations have contracted with a consultant or firm to assist in a study of their strategic planning for diversity, program development and administration. The results of these studies are being acted upon in an effort to improve the respective organization’s board and staff diversity, youth participation and community engagement.

### **(2) Board:**

In 2002, the total board strength of the twenty-one (21) participating organizations was 547 which included 13% diversity representation. Currently the number of board members in 2004 is 570 which includes 14% diversity representation.

Each organization has made a commitment to continue its efforts to improve diverse representation on their board. Several organizations through their respective governance and/or nominating committees have prepared (or are preparing) board recruitment and development strategies, including assessing their board needs, profiling current board composition, and identifying which skills and expertise the board needs in order to achieve an effective and efficient organization. It was apparent that many of the member organization embraced the philosophy expressed by Ms. Deborah S. Hechinger, President and CEO, Board Source, “The best boards are composed of individuals who bring a variety of skills, perspectives, backgrounds and resources to tackle complex strategic challenges confronting their organization. We need board members who are connected to the communities we serve; we need individuals who bring special skills and resources to

guide and support organizations; and we need people who enrich our discussions with different interests and perspectives.”<sup>3</sup>

The diversity of board representation is also critical to each organization’s stakeholders. This point is emphasized by Charles F. Dombach, MBA, “Communities expect board diversity, and many funders now demand it. Nominating committees seek candidates who help fill a complex mix of qualities and characteristics including gender, ethnicity, age, geography, economic capacity, skill and perspectives. People with wide-ranging experience and perspectives contribute new and create ideas and proposals that expand the intellectual capacity of the board.”

Most notably, recently an African American has been elected Chair of the Board of Directors of the Conservation Fund and an African American will serve as the Chair of the National Wildlife Federation Board of Directors, effective 2005. It must also be noted that diverse board members are serving as the chair of various board standing committees.

### **(3) Staff:**

The current total staff of the twenty-one (21) participating organizations is 4,037 which includes 14% diversity representation. Within this number of employees are 3,152 who are in professional positions. Thirteen (13) percent of these positions are occupied by diverse employees. Several notable appointments of diverse employees to executive and managerial positions have been achieved. Appointments have included Deputy Vice President (Wilderness Society), Director, Human Resources (Natural Resources Defense Council), and Executive Vice President, (World Resources Institute).

In 2002, the combined staff employment of the participating organizations was 3,876 which included a 9% diversity representation.

### **(4) Youth:**

In 2002, the combined employment of youth in these organizations was 33%. The projected employment in 2004 is 354. Four of the participating organizations have initiated or expanded their youth program through collaboration and cooperation with the Student Conservation Association, an NRCA member organization.

No less than six (6) of the participating organizations were represented at the Vth World Parks Congress held in Durban, South Africa in September 2003. Some 3,000 conservationists, government leaders, educators, civic leaders, and writers attended the Congress, representing 160 nations.

The Congress whose theme was “Benefits Beyond Boundaries” included discussions and workshops that addressed among other topics, natural and cultural diversity, building new constituencies, and youth in conservation.

Speaking at the opening ceremony, former President of South Africa and co-Patron for this Congress, the Honorable Nelson Mandela forcefully and eloquently reminded those in attendance that “The future is in the hands of the youth and if we do not involve them in conservation management, we will not succeed in our efforts to save nature and humanity.”

#### **(4) Engagement with diverse Communities and Organizations:**

The participating organizations are increasing their engagement with a broader spectrum of diverse community, civic, educational, governmental and tribal organizations. Examples of these relationships illustrate the importance of and key roles that citizens from all walks of life and interests can play in contributing to a quality environment. Several of the participating organizations have outstanding programs involving community-based organizations with respect to legal and technical assistance, public health, environmental justice, ecological restoration, and preservation of cultural heritage resources.

Three (3) of the participating organizations which have financial grant-making authority and funding have expanded their grant making to include a wide range of programs, projects and services benefiting diverse citizens and communities.

#### **(5) Interorganizational Collaboration and Cooperation:**

Response from the participation organizations highlight notable collaborative and cooperative accomplishments in five principal areas:

1. Participation in the Environmental Diversity Working Group (EDWG) under the sponsorship of the Wilderness Society and the National Parks Conservation Association.

Several of the participating organizations regularly attend the meetings of the EDWG, where ideas, “best practices, and strategies for improving diversity are discussed and shared across organizational levels. Engagement with diverse community leaders, organizations, and outside experts in diversity is also a prominent function of EDWG.

## 2. Human Resources Forum

This forum was established in 2003 through the leadership and initiative of Ducks Unlimited, Inc. and is held annually. The forum to date has involved twenty (20) conservation organizations including NRCA member organizations. Concerns and programs involving diversity, employee recruitment, development, training and retention are discussed, experiences and “best practices” are shared.

## 3. Youth Programs

Four of the participating organizations reported on their ongoing collaboration and cooperation with the Student Conservation Association relative to their goal of increasing the involvement of youth in their respective programs.

## 4. Mosaic Conference – 2005

Under the principal patronage of the Wilderness Society and the EDWG, several of the participating organizations expressed their interest in supporting the Mosaic Conference. Attendees would include a wide range of environmental, educational, governmental, civic, community, and youth-serving organizations. Topics would include diversity in conservation of our nation’s resources, strengthening of community engagement, career opportunities in the conservation/environmental fields, environmental justice, national policies and programs affecting the environment.

## 5. Collaboration and sharing of technical assistance

Several of the participating organizations are jointly involved in major programs and projects regarding air and water quality, wilderness planning and management, energy, use of public lands, and transportation. Technical assistance and information are shared among these organizations, and coordinated efforts geared toward involving diverse citizens, communities and organizations are continually explored and enhanced.

## **(6) Natural Resources Council of America’s Support and Assistance:**

Participating organizations acknowledged their appreciation for the Council’s leadership and support in promoting diversity in conservation organizations and programs.

Each of these organizations expressed their interest in the Council developing the following programs which would be of benefit to the general membership:

- A. An applicant supply pool, particularly of diverse candidates in technical and professional employment categories.
- B. A listing of prospective diverse candidates for Board positions based on the major skills set and community engagement requirements as determined through the individual board assessments.
- C. A listing of key recruiting contacts with individuals in government, academia, business and civic organizations who have an understanding of the work and career opportunities in the conservation/environmental fields.
- D. A comprehensive strategy for posting of job vacancies through various educational, government, tribal, civic and community-based organizations. Also strategy to include the Internet and popular media.

## End Notes

1. Stanton, Robert, Environmental Stewardship for the 21<sup>st</sup> Century: Opportunities and Actions for Improving Cultural Diversity in Conservation Organizations and Programs, Phase I and Phase II, Washington, D.C., May 2002 and July 2003.
2. Kacsis, Deborah and Susan A. Wuechter, Driving Strategic Planning – A Nonprofit Executive’s Guide, Washington, D.C.: Board Source, 2003, page 31.
3. Hechinger, Deborah S., Diversity – “Who Sit at Your Table?” Washington, D.C.: Board Source, October/November 2003, Vol. 12, No. 7, page 2.
4. Dombach, Charles F., Structures and Practices of Nonprofit Boards, Washington, D.C.: Board Source, 2003, page 5.

### **Part III: Summaries of selected initiatives, programs, accomplishments and areas requiring assistance**

Briefly described herewith as reported by the participating organizations are several significant efforts which have been initiated, continued or accomplished within the past 2 years in order to improve cultural diversity.

#### **Accokeek Foundation**

Employs 1-2 student interns each year.

Continues to sponsor a highly successful African American Heritage Day and Children Day at the Colonial Farm in Piscataway Park. Looking at plans to increase programming that will involve on a larger scale the participation of Latinos/Hispanics and Asian Americans.

Reviewing/updating the strategic plan with an eye toward strengthening the Foundation's "Standards for Excellence" through programs and organization evolution including an emphasis on diversity.

Supportive of and would welcome the opportunity to participate in the implementation of the 2002 Phase I Report calling for a research project (and publications) on the role of African Americans in land conservation.

Could use the support of the Council in providing technical assistance in the development and administration of a visitor use survey. This project would be coordinated with the National Park Service.

The CEO expressed the view that one of the Council's important role is to "keep the critical matters of diversity in conservation organizations and programs in front of us."

#### **African Wildlife Foundation**

Employs approximately 9 student interns each year.

Provides opportunities for African citizens to intern in the Foundation's Washington Office. Looking at opportunities for increasing the number of diverse U.S. citizens on the Board of Directors, and would welcome the assistance of the Council in identifying prospective board members.

Works closely with other U.S.-based organizations which conduct business in Africa and are engaged with diverse communities, institutions and leaders in the U.S. Organizations involved in cooperative programs include the Corporate Council of Africa and the World Wildlife Fund.

## **Conservation Fund**

Has elected an African American as Chair of the Fund's Board of Directors.

Employs 3-5 student interns each year.

Has initiated a wide range of programs for protecting America's land and water resources, including historic properties at the Booker T. Washington National Monument and historic Park Hudson (LA), both areas relating to the role of African Americans in the nation's history.

Working with a largely Hispanic community in Roma, Texas, in preserving historic resources and promoting heritage tourism and ecotourism development. Assisting Native Alaskans in Southwest Alaska in protecting their land through the purchase of conservation easements, effectively helping indigenous landowners generate income, and sustain their way of life.

Continues to expand engagement with largely African American communities in Florida and North Carolina regarding conservation and sustainable economic development.

Working with the native people on the Island of Molokai (Hawaii) to develop a community-based master plan for a 5,000 acre ranch which occupies nearly one-half of the island and is the home to important resources including sacred sites.

Has partnered with State and Federal Agencies and nonprofit groups at multiple levels to help low and moderate-income farmers and landowners. Partnered with the Episcopal Farmworker Ministry to support the development of a program for teaching English for the benefit of migrant farmworkers.

Working with more than 50 grassroots community development, conservation, and environmental justice groups across North Carolina to help diverse groups and agencies to work more cooperatively and effectively in rural areas.

Partnered with land tenure advocates, conservationists, community developers, farmers, landowners and academics to help establish the nation's first Black Family Land Trust, which with a coalition of more than 40 organizations provide tools and resources to help landowners retain their land.

## **Defenders of Wildlife**

Employs approximately 10 student interns each year.

Has three management positions open and candidates include two diverse candidates.

Has developed a strong relationship with Native Americans and tribal governments regarding species reintroduction and recovery projects.

Works closely with the nonprofit Native American Fish and Wildlife Society (NAFWS), whose membership includes fish and wildlife managers for over 200 tribes, and is assisting this organization with capacity building through technical assistance and program development. Former Executive Director of NAFWS is a member of the Board of Directors of Defenders of Wildlife.

### **Ducks Unlimited, Inc.**

Employs approximately 20 student interns each year.

Initiated in 2003 a Human Resources Forum that is held once or twice each year. The forum provides an opportunity for the HR managers to explore job needs, recruitment strategies, employee development and retention concerns. Diversity in conservation is consistently high on the agenda. To date approximately 20 organizations have participated in each meeting.

Extended an invitation to the NRCA consultant to attend the next forum (location and date to be determined) for the purpose of presenting Phase I, Phase II Reports and the results of the follow-up survey.

Would welcome the Council's assistance in identifying prospective board members and staff who have a strong "belief in and passion for conservation."

### **Earth Force**

Employs approximately 3 student interns each year.

Has a very active community engagement program administered through its headquarters and 10 field locations. Programs involve approximately 55% youth from diverse and low income communities, and provide opportunities for "hands-on" conservation work and environmental education. Programs in South Florida and Denver, in particular, involves a high percentage of diverse youths.

Supports the Council's efforts to create a data base that would include a pool of prospective candidates for various job opportunities in conservation.

### **Environmental Law Institute**

Employs approximately 10-12 student interns each year.

Contracted with a consultant to conduct a study on diversity in the ELI organization. Study completed and report received by the President in July, 2003. Established an ELI Diversity Action Work Group to implement the report recommendations as approved by the President and/or Board of Directors. Has adopted a new Policy Statement on Diversity Actions. Updating the ELI's Strategic Plan that will include an element addressing diversity. Work Group preparing for the Director and Board of Directors' consideration a Diversity Action Plan.

Provides research, technical assistance, training and publications to a wide range of environmental, civic, community, governmental, education and business leaders. Services include work in the area of environmental justice, and recently received a \$300,000 grant from the U.S. Environmental Protection Agency to continue this work.

### **Izaak Walton League**

Employs 1-2 student interns each year.

Reviewing organizational and Board structure to determine opportunities for diversity representation on the board as well as diversity in the field offices.

Achieving diverse citizen participation in several of the League's major programs, but continually seek opportunities to strengthen the engagement of diverse citizens and communities. Programs include the Sustainable Education Project, SAVE Stream, Wetland Campaign and Clean Air.

Has a goal of developing by end of this year a strategic plan which will include an element on diversity.

Committed to working with the Green Group members and other organizations in sponsoring a Mosaic Conference next year.

### **National Audubon Society**

Employs approximately 100 students each year.

Implementing Audubon's 20-20 vision which calls for 1,000 Audubon Centers by the year 2020, half of which will operate in traditionally underserved communities.

Has a formal contract to provide teacher training to West Harlem (New York) Environmental Action members who are primarily African American and Hispanic.

Has an informal arrangement with Delta Sigma Theta Sorority, Inc., an African American sorority, in which the sorority members volunteer with the Aullwood Audubon Center (Ohio) after-school reading program for inner-city youth.

Partner in several projects with various Alaskan Native organizations including the annual Waterfowl Conservation Calendar and the Western Alaska Caribou Working Group.

Worked with the City of Los Angeles and the communities of Northeast and East Los Angeles to develop the Audubon Center at Debs Park. The result is a cutting-edge environmental education center and ecological monitoring program within the nearly 300-acre city park, located on the border of Highland Park and Montecito Heights between Dodger Stadium and South Pasadena. Over 25,000 children, mostly Latino, live within 2 miles of the Audubon Center at Debs Park. With family oriented educational programming, the center will serve as a model for urban nature centers across the country.

Provides professional and technical assistance through participation in a wide range of workshops, conferences and projects involving diverse organizations. Recent examples include:

Participated in the Western gathering workshop in Los Angeles, hosted by the Williams and Flora Hewlett Foundation, the Trust for Public Land, and the Sonoran Institute, and the 2002 Diversity Roundtable, hosted by the Environmental Careers Organization, both designed to address cultural diversity in environmental organizations;

Provided presentations and brochures in Spanish at the Comision Estatal De Vida Silverstre, a conference on ecology with the State Wildlife Commission in Texas;

Attended monthly meetings with the African American Environmental Leadership Council in Miami, Florida; and

Provided hands-on training to an Urban Everglades Outreach Youth Group.

President and Chief Executive Officer John Flicker, in his book, Audubon The Second Century Connecting People with Nature (2002) dedicates an entire chapter to “Building Strength Through Diversity.” He states in this chapter “As our nation becomes more diverse, the environmental movement becomes relatively less diverse, as long as we

continue appealing only to the same shrinking percentage of the overall demographic pie...If we fail to adapt to the changing demographics around us, we risk becoming increasingly marginalized.” (page 32)

### **National Environmental Education and Training Foundation**

Employs 2-3 student interns each year.

Administers an outstanding EnvironMentors program which provides mentoring support to urban youth, and supports the educational development of urban youth through environmental science projects. Approximately 60-80 students participate in the program annually, and a very high percentage are diverse.

Received a \$130,000 grant from the Fish and Wildlife Foundation in support of the EnvironMentors Scholarship Program (see statement on Fish and Wildlife Foundation).

Collaborates and cooperates with many conservation, governmental, educational, civic, business and diverse community-based organizations in carrying out its programs which include Classroom, Earth Campaign, Eyes on the Environment, Green Business Network and Field and Resource Education.

Hold strongly to the view that CEOs must be involved in providing leadership in achieving diversity in organizations and programs. Human Resources staff play a major role in building “pathways” to achieving a diverse workforce and preparing diverse employees to move into positions of increased authority and responsibility. Effective governance by the Board of Directors and management team is crucial to making this happen.

### **National Fish and Wildlife Foundation**

Employs 10 student interns each year.

Awarded in past year major grants to a wide range of conservation youth-serving, and community-based organizations for “hands on” conservation projects, youth development and environmental education programs. Grants include \$75,000 for the Council’s new Conservation Diversity Internship Program, \$50,000 to the Environmental Careers Organization (ECO) to identify programs targeting diverse students with an interest in conservation, and \$130,000 to the EnvironMentors Natural Resource Scholarship of the National Environmental Education and Training Foundation.

Awarded in May 2004, a 4-year scholarship in the amount of \$10,000 to a D.C. high school graduate and a 2-year participant in the EnvironMentors program. He will enter

North Carolina A&T State University in fall 2004, where he plans to major in the Environmental Services. (North Carolina A&T is an Historically Black University).

### **National Park Conservation Association**

Provides internship opportunities for students from diverse racial and ethnic backgrounds. Employs approximately 15 students each year.

Continues to attract new and diverse members, friends and allies through the America for National Parks Program.

Organized and hosted a third “Mosaic in Motion” conference in July 2002, gathering 600 attendees for enhancing cultural diversity in the National Park Service and throughout the national park system.

Launched in February 2003, an internal Diversity Council to assess the state of organizational diversity internally and provide recommendations for improvement. Won approval of the Executive Committee of the Board of Directors for its work in producing a 30-page document in December 2003, containing a series of recommendations for improving internal diversity.

Worked with a number of governmental and private organizations in preserving historic resources at Harpers Ferry National Historical Park, Frederick Douglass National Historic Site and Ocmulgee National Monument.

Jointly founded with the Wilderness Society in July 2001, the Environmental Diversity Working Group to assess the state of diversity among Green Group organizations. Continue to support the work of this group through in-kind services, and through the underwriting of the “Best Practices” guidebook (expected in August 2004) which will provide assistance to Green Group member organizations implementing internal programs for improving diversity.

### **National Park Foundation**

Employs approximately 10 student interns each year.

Has sustained commitment to diversity on the National Board, strengthened the Board of the African American Experience Fund, and been able to attract Hispanics to the Board of the South Florida National Park Fund. In addition, the Boards of the local funds (The African American Experience Fund, South Florida) have been elevated in status and are now considered official committees of the National Board.

The African American Experience Fund (AAEF) provides a focus on the story of African Americans as told through National Parks. Of 385 National Park sites, 17 tell a predominant story of African American history. Many other parks and programs of the National Park Service also contain additional perspectives on African Americans. Operating as a committee of the National Park Foundation Board, the AAEF attracts influential private citizen leadership from the African American community and others interested in African American themes to work together to promote and enhance the mission of this unique subset of National Parks. The AAEF helps empower the National Parks to call attention to the opportunity to learn about African American history and African American figures.

As part of the overall strategic planning process and in close collaboration with NPS, the NPF Board has formally adopted four program areas where we will focus our grant making. Community engagement, specifically with culturally diverse and historically underserved communities, is one of these four areas of focus.

Expanded relationship with the Student Conservation Corps, and through a grant from Ford Motor Company, hire 40 young people for summer jobs in National Parks. Through the recruiting of SCA, this group of young people is diverse in geographic and cultural backgrounds. Has increased its ability to attract diverse staff members, particularly at the entry level where our internship program has been strengthened.

### **Natural Resources Defense Council**

Employs approximately 20 student interns each year.

Has launched a comprehensive, multi-state outreach program geared toward engaging diverse communities, organizations and citizens in natural resource and environmental issues. The outreach project includes collaboration and cooperation with organizations and individuals at the national, regional, state, local and grassroot levels.

Continues to provide opportunities for youth to intern in various programs and has established as a high priority the development and implementation of a diversity strategic and action plan.

Provides professional and technical assistance to a number of community-based organizations with regards to environmental justice matters, consistent with its mission statement adopted in the early 1990s. Has been successful in winning lawsuits against local and Federal agencies which did not protect citizens from environmental degradation and health risks.

### **Scenic America**

Employs 1-2 student interns each year.

Recently loss the Development Office – a diverse employee – due to funding limitations. Does not foresee any immediate hiring – but plan to appoint a program director in the future.

Continues successful work with its state affiliates, government agencies, businesses and civic organizations in achieving natural resource preservation and visual quality of the nation's cities, neighborhoods and roadways which benefit all citizens.

Would be helpful if the Council were to create a connection between prospective Board membership and diverse candidates. Particularly interested in candidates with skill sets in Architecture, Landscape Architecture and Planning. Council could perhaps develop and administer a process for getting prospective Board members with respect to their skills, interests and passions.

### **Student Conservation Association**

Employs each year approximately 10 student interns on the staff. Program participants each year includes 2,500 post-high school and 1,000 high school students. Additionally, 80-100 students or recent graduates serve as project leaders.

Has affirmed its commitment to diversity by having specific reference to its goals and objectives in diversity documented in its strategic plan and reviewed at the meetings of its Board of Directors.

Has continued to increase the percentage of diverse youth participating in SCA programs. Specific increases realized with respect to Latino and African American youth participating in SCA programs at both the high school and college level.

Provided training and professional development for its staff, board, youth leaders and interns in diversity topics and issues. Supported staff serving on advisory boards and in working groups addressing diversity issues in the environmental field.

Has continued to expend its engagement of diverse communities and organizations through new programs in Texas and expanded programming in each of its regional offices. New initiatives in Houston specifically targeting Hispanic and African American members along with increased number of participants in our Conservation Leadership Corps targeting youth in cities where SCA has a regional program has allowed for enhanced opportunities for youth of color to engage in SCA year-round programs.

Has also elevated the number of diverse organizations and institutions with which it is engaged in many program areas. New or enhance collaborations have been initiated with educational institutions, nonprofit organizations, and community-based partners in the environmental/conservation arena. Also participated in a number of conferences and professional meetings where the target audience was diverse communities or organizations. SCA has staff and volunteers who work in and with local schools engaging youth in environmental education, conservation service learning and conservation service projects in their communities.

Collaborating and cooperating with numerous organizations both public and private in addressing the need for increased diversity in the conservation arena. SCA has worked with Federal Agencies, nongovernmental and nonprofit organizations and institutions. Our work with the National Park Service, U.S. Forest Service, U.S. Fish and Wildlife Service, Bureau of Indian Affairs as well as our collaborations with numerous nongovernmental/nonprofit organizations such as the National Park Foundation, National Fish and Wildlife Foundation, Historic Black Colleges and Hispanic Serving Institutions, and numerous professional organizations are exemplary of the efforts directed towards organizations working in the land conservation stewardship arena. This effort will increase the numbers of diverse conservation interns working for land trusts and land conservation organizations. Partnerships have already been initiated with the Nature Conservancy, Trust for Public Lands, and numerous smaller land trust organizations.

Partnering with NRCA in the development of a new initiative which will aid members of NRCA in the recruitment and placement of diverse conservation interns. SCA is also working directly with conservation organizations in direct support of recruitment, training, and placement of diverse interns and job applicants for their organizations. SCA has also participated in meetings and conference calls directed at assisting conservation organizations that receive training and professional development through the Institute for Conservation Leadership. SCA has provided feedback and counsel to numerous organizations on how to recruit diverse applicants and issues of retention.

### **The National Wildlife Federation**

Employs approximately 35 student interns each year.

Current chair-elect to become Federation's first African American Chair of the Board of Directors in 2005.

Sponsors the National Wildlife Federation's Campus Ecology Fellowship program which offers an opportunity for undergraduate and graduate students to pursue their vision of an ecologically sustainable future. Program involves diverse students.

Has established comprehensive recruitment plan that includes participation in the multi-

cultural forum through George Mason University, maintains 115 targeted diversity contacts and sites; partners with the Campus Ecology Team, maintains a relationship with contact at HBCUs.

Has a Staff Diversity Council which is developing a long-term strategic plan for its Staff Diversity Initiative.

Has developed a new program to recruit interested individuals into the Federation via its annual meeting which has an emphasis on diversity. Emphasis is given to candidates from diverse and underrepresented constituencies in conservation.

Conducts a wide range of conservation programs involving diverse communities and organizations.

Provides leadership in the protection of the Arctic National Wildlife Refuge through work with the Gwich'in people and various conservation organizations. Offers two innovative programs, Alaska Women's Environmental Network and Alaska Youth for Environmental Action, designed to help women and youth become stronger and effective environmental leaders.

Sponsors several national programs geared toward the conservation of tribal lands, youths in conservation, and environmental education, including Earth Tomorrow – a program involving high school students, teachers and community leaders in conservation education and work in their respective communities; Access Nature – a curriculum of 60 hours of hands-on, habitat based program for all audiences that allow students to explore nature in their own community. (Program is a winner of the 2002 Distinguished Achievement Award for Instructional Materials by the Association of Educational Publishers); Campus Ecology – program helps transform the nation's colleges and campuses into living models of ecologically sustainable society and train new generations of environmental leaders; and the Tribal Lands Conservation Program – helps to ensure the well being of wildlife populations and habitat both on and off reservation lands through working in partnership with tribal and nontribal governments and organizations.

Has initiated major interorganizational collaborative and cooperative activities including the establishment of a Diversity Training Group which is the consultant to the Staff Diversity Council for organizational partnership; earmarked a position whose chief responsibility is to coordinate the Staff Diversity Initiative; participated in major conferences regarding human resources and diversity; and through the Staff Diversity Council and Human Resources Support Employee Community Service, diversity speakers, leadership development and a Buddy Program.

### **Trust for Public Lands**

Employs 4 student interns each year.

Has initiated actions to improve diversity on the Board through engagement with Latino leaders and communities.

Plans underway to improve by no less than 25% diverse representation of staff at the project managers level.

Continues the funding of an initiative established in 1997 to employ, orient and train diverse staff. The funding supports four (4) full-time positions at any one time for a 2-year term each. When staff graduate from the 2-year term the funding is available for new diverse hires.

Currently is collaborating with the Student Conservation Association to place 4-5 interns through the SCA's Diversity Internship programs. Program starts in fall of 2004, and interns will be placed in TPL offices in the Southwest, Northwest, Northeast and Headquarters in San Francisco.

Continues involvement with the Federal Government, civic organizations, private organizations and individuals in preserving culturally diverse historic properties. Recent projects have included resources at the Martin Luther King, Jr. National Historic Site, Brown vs. Board of Education National Historic Site, and the Harpers Ferry National Historical Park.

Has implemented a Parks for People Initiative aimed at providing the opportunity for every child to enjoy access to a park, playground or open space. Seeks to address the critical need of creating parks where they are needed most, often in large cities with highly diverse populations.

Has implemented a Trust Lands program devoted to working with tribal communities to acquire and protect their ancestral homelands. Program elevates partnership with tribes to assist them in meeting their land conservation, natural resource restoration and cultural heritage objectives by getting land directly under tribal ownership and stewardship, or public ownership where tribal values can be protected.

Participated in the Brown vs. Board of Education 50<sup>th</sup> anniversary commemoration held at the national historic site in Topeka, Kansas on May 17, 2004.

### **Wilderness Society**

Experienced an increase in number of diverse students in the intern program. From 2003 to present, placed 25 interns of which 11 were diverse students.

Working closely with the Klamoth Tribes to develop a sustainable management plan for the Tribes' former homeland which is now included within a national forest.

Administers a new BIM Action Center which is geared toward broadening participation in the resource management plan (RMP) process for national monuments and other public lands throughout the Southwestern U.S. Reaching new audiences through partnership with the Hispanic Radio Network (HRN).

Working closely with the Gwich'in Nation with respect to the preservation of the Arctic National Wildlife Refuge. Working closely with leaders and organizations in New Mexico toward building sustainable economic development working that values diversity. Also providing assistance to Latino-led organizations, including the New Mexico Aceguin Association and the Mexican Land Education and Conservation Trust. Support includes board development, resource development, strategic planning and overall organizational capacity.

Providing guidance and leadership for continuing the work of the Environmental Diversity Working Group (EDWG), and is currently serving as the fiscal sponsor. Served as the lead in engaging other Green Group organizations in the overall work of EDWG and has provided guidance for specific program camps including outreach to the Congressional Black Caucus.

Providing support for the Mosaic Conference planned for 2005 to celebrate the role of diverse organizations in promoting National Parks and other public lands, environmental justice and conservation issues.

Participated in 9<sup>th</sup> Annual Hispanic Sustainable Energy and Environmental Conference, including the career-day portion of the conference which hosted some 200 Hispanic environmental professionals and students from the U.S. and abroad.

Recruiting sources for interns included the National Hispanic Environmental Conference, Latino Environmental and Natural Resource Conference and local colleges and universities, such as Howard University.

### **World Resources Institute**

Employs approximately 30-40 student interns each year.

Has developed an Institute Capacity Plan that includes an element on diversity. Appointed an Asian Indian as Executive Vice President.

Has an extensive international focus with 75 percent of programs outside of the United States. Well known for its work in China, Africa and Latin America. Programs involve partnerships and collaboration with various government agencies, diverse organizations and individuals. Has established four large-range goals – each benefiting diverse citizens domestically and internationally.

Suggests that NRCA consider developing access to recruitment sources for professional candidates in the social and natural science, and economics.

### **World Wildlife Fund**

Employs approximately 30 youth interns each year.

Has appointed an Equal Employment Opportunity Administrator; developed and makes use of a recruitment strategy, recruitment workplan and employment checklist.

Continues to work closely with diverse local communities, organizations, and governments regarding wildlife and habitat preservation in Montana, Oregon, Alaska, Florida and New Mexico.

Has a major international program including field offices in Africa, Asia and Latin America and agreements with various government agencies. Employs citizens of the countries in which the field offices and programs are located.

Suggests that NRCA institute through the member organizations a program for providing opportunities for mid-level private sector employees to participate in conservation programs as a means of enhancing their knowledge and appreciation for various conservation goals and activities.

#### Part IV: Recommendations

1. Each member organization should have available at the earliest possible time an approved strategic plan which includes a goal for achieving cultural diversity on its board, for staff, and through program participation.
2. Each member organization should maintain a ‘working’ file on diversity activities within their respective organizations and programs, including the earlier completed questionnaire, the Phase I and Phase II reports, a diversity employment profile, a summary of initiatives and accomplishments, and a set of strategic diversity goal(s.) Use this information for orientation of new board members and staff.
3. The Council’s Board of Directors and staff should develop a strategic plan that would include goals, objectives and target dates for assisting member organizations in achieving their cultural diversity goals, through recruitment, staff training, coordination of youth in conservation initiatives, media releases on diversity in conservation, and technical assistance.
4. The Council’s Board of Directors, and Board members from the member organizations, should consider the adoption of a ‘sunshine policy’ that would encourage a periodic public disclosure on employment, initiatives, and accomplishments in improving cultural diversity.
5. Devote each year a special issue of the Council’s newsletter, *Conservation Voice*, to topics concerning cultural diversity in conservation organizations and programs. Distribute copies widely to reach all stakeholders and diverse audiences. (Unfortunately, a perception still exists that diversity is not evident as a concern on the part of the so-called, mainstream conservation/environmental movement. This can only be countered with actions and results, and the sharing of same with the broader community.)
6. The Council’s Board of Directors and staff should consider actively recruiting new member organizations that are engaged in conservation/environmental activities and have a significantly high level of diversity on their boards, among staff, and in membership.
7. The Council and its member organizations should consider taking an active role in supporting the 2005 Mosaic Conference planned for 2005 (confer with Bill Meadows, President, The Wilderness Society.)

## Part V: References

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# Appendices

## Appendix A Recommendations from 2002/2003 Study Projects

### 2002 Recommendations:

#### Membership

- Each Council organization should include, in its core values and strategic plan, a commitment to achieving a general membership reflecting the American population.
- The Board of Directors of each Council organization should charge their staff and current members with the responsibility of serving as “ambassadors” (with respect to outreach to prospective new diverse members.)
- Each Council organization should expand its media relations in order to assure that information on its programs, activities of its members, and its accomplishments are communicated to diverse audiences.
- Each Council member organization should conduct a survey of its membership, in order to determine its level of cultural diversity. Survey results should be used in establishing specific recruitment objectives for new members with respect to under-represented groups. This recommendation acknowledges that organizations with relatively small memberships might have limited opportunities to improve upon its cultural diversity.

#### Board of Directors

- Each Council organization’s Board of Directors should establish as policy that its board will include culturally diverse members.
- Each Council organization’s Board of Directors should establish as a strategic goal the adoption of a strategy for improving the effectiveness of the process for identifying potential candidates for its boards. This process should include measures to insure consideration of diverse candidates who possess the necessary skills and qualifications to contribute to the success of the board.

#### Staff

- Each Council organization with a total staff of 100 or more employees should establish as a strategic goal the achievement of cultural parity with the civilian workforce.
- The Chief Executive of each Council organization should issue a policy statement declaring his/her commitment to equal employment opportunity and workforce diversity, followed by an equal opportunity/diversity action plan, and appoint a principal official to spearhead the organization’s efforts in order to achieve the goals and objectives set forth

in the plan. Both the policy statement and plan should be approved by the member organization's Board of Directors and widely distributed to the employees and members.

- Each Chief Executive should establish a procedure through performance standards or agreements that hold supervisors and managers accountable for assuring equal opportunity in the work place and contributing to the goals of the diversity action plan.

### Youth

- Each Council organization should set, as a strategic goal, a commitment to the employment of youth at the high school and college/university levels in seasonal or intern programs.
- The number of students employed in 2002 should be treated as a base year minimum, with the goal of increasing the number of student hires by at least 10% each succeeding year.
- Each Council organization's Chief Executive and Board of Directors should establish guidelines that would govern the employment of youth, to assure high quality supervision and meaningful work experience.
- Several Council organizations have, as their primary mission, to provide employment and development of our youth in conservation programs. These organizations should be considered as resources for other Council organizations with respect to assistance and expertise in youth programs. Assistance might include recruitment, placement, mentoring, orientation and on-the-job training (including safety on the job, conduct, work performance and related "world to work" considerations).
- Council organizations should consider the possibility of providing financial support through scholarships, work-study programs and other arrangements to culturally diverse high school and college/university students, with the intent of eventually bringing them into their career workforce.

### Employment Policies and Recruitment

- The U.S. Equal Employment Opportunity Commission in 2000 conducted a comprehensive survey of some 200 private sector employers regarding best practices for achieving equal employment opportunity and diversity in the workplace. The Summary Findings of the best practices are shown in Index E and should be considered by each Council organization as further guidance in making improvements in their recruitment, employment, and retention practices.
- Each Council organization should, regardless of number of employees, have an equal opportunity policy stated in each vacancy announcement that the organization is an equal opportunity employer, and that both women and minorities are encouraged to apply.

- Vacancy announcements should be distributed as widely as feasible with special attention given to specific sources, i.e., organizations, media, etc., which serve large diverse audiences.
- All employees and board members of each Council organization should receive in-depth orientation or training on Equal Employment Opportunity and valuing cultural diversity in the workplace.
- Each Council organization should conduct a study to identify employee work concerns, such as child/elder care, wellness, transportation, telecommuting; flexible work schedules, etc., and develop action plans to eliminate these concerns, which impact qualified women and minority applicants in their search for employment.
- In order to achieve the goals of workforce diversity, a process for planning should be established which: (1) considers historic and current hiring and promotion trends; (2) determines from available data areas where under-representation exists; (3) sets short-term goals and objectives; and (4) develops a strategy to accomplish them.
- Those Council organizations that have an active college/university recruitment program should develop a recruitment brochure. The brochure should, among other considerations, include information on the following topics:
  - A. History of organization and purpose
  - B. National and international programs
  - C. Employment opportunities, i.e., intern, seasonal, work-study, career
  - D. Equal Opportunity Employer and Workforce Diversity

Several publications exist which could serve as references in the development of recruitment materials and strategies:

Minority Recruitment and Retention, Roundtable Associates, National Forum and Training Institute (Nina S. Roberts, Presenter, Research Associate, Student Conservation Association) 2001

Increasing Diversity in the Environmental Field (The report from the National Roundtable on Diversity in the Environment) The Environmental Careers Organization, 2001

National Park Service, Where the Past Meets the Future, the National Park Service Recruitment publication, 2000

- The website of each Council organization should include a statement on the organization's commitment to equal employment opportunity and diversity in the workplace.
- Each Council organization should foster employee development and career upward mobility through formal and on-the-job training, inter-organizational developmental assignments and career mentoring through use of individual development plans.

### Cooperative and Collaborative Relationships

- The Council's organizations should embrace the letter and spirit of past Presidential Executive Orders in support of Historically Black Colleges and Universities, Tribal Colleges and Hispanic Serving Institutions. Furthermore, each Council organization should review its recruitment, research and special study needs in order to explore cooperative agreements or contracts with these institutions of higher learning. (See listing of colleges and universities - Appendix D).
- Council organizations should make available to such learning institutions their assistance as instructors, guest speakers or loan executives for capacity building and curriculum development, teaching and related support services, based on individual college or university needs.
- Council organizations should consult with officers and members of major diverse community, civic, educational and conservation organizations about job referral programs and enlist their assistance in posting vacancy announcements. (See listing of several of these major organizations - Appendix B-3).
- Many major organizations focused on cultural diversity hold annual conferences or conventions each year attracting between 500-5,000 attendees. Council organizations should seek opportunities to serve as speakers, panelists, resource consultants, etc., and consider individually or collectively sponsoring information exhibits at those meetings.
- Council organizations should routinely provide news releases, job announcements, and feature stories on their employees and various conservation programs and issues to the news media that serve a large diverse audience. (See listing of selected news media – Appendix G).
- Developing and maintaining strong relationships with prominent, diversity-oriented organizations not only provide opportunities for program outreach and employee recruitment, but also offers excellent direct or indirect sources for prospective board members. Accordingly, Council organizations should confer with the head of these organizations about their recommendations for possible nominees for board membership. (See listing of several of these major organizations – Appendix B-3).
- Council organizations should consider the appointment of Federal employees in their organizations through the provisions of the Intergovernmental Personnel Act (IPA) and

conversely the placement of their employees in Federal agencies. These assignments would provide career developmental experiences for both the Federal and conservation employee. Since each Federal agency is required to have an Equal Opportunity/Diversity Action Plan, the availability of IPA assignments in conservation agencies would be supportive of the development of diverse employees.

- As a means of building greater awareness and appreciation of its programs, each Council organization should routinely distribute copies of its newsletters (or other materials) to national organizations that have significantly large culturally diverse staff and memberships.
- Each Council organization that has an international program should provide news releases, special reports, etc., for the U.S. media on its international activities. Particular attention should be given to media outlets that have large culturally diverse audiences. Furthermore the release of reports should describe the nature of the international programs, employment and contracts with in-country, local individuals or firms, and most importantly the assistance provided for enhancing the internal capacity of a given country (or agency) in managing conservation programs in the long term.
- A number of local and national organizations established within the past 30 years are devoted to increasing the employment and participation of culturally diverse citizens in conservation and environmental programs. These organizations have tremendous experience and credibility in culturally diverse communities, and could serve as valuable partners or alliances with other conservation organizations' recruitment, training, community capacity building, and addressing issues of mutual concern. The services and support of these organizations should be acquired through contracts, cooperative agreements or other forms of partnerships, as appropriate. (See partial listing of the national organizations – Appendix H).

#### Capacity of the Council

- The Council's Board of Directors and members should consider the approval of at least one additional professional staff person within the immediate office of the Executive Director. The principal duties of this position should include:
  - A. Coordinate training for Council organization staff in cultural diversity and leadership development.
  - B. Liaison with major diverse civic, educational and conservation organizations in conjunction with current Council programs.
  - C. Assist Council organizations with respect to their participation in major conferences and conventions with diverse audiences.
  - D. Coordinate fundraising activities for the Council in support of diversity and develop ongoing programs for members.

E. Coordinate IPA assignments between Federal agencies and Council organizations, as appropriate.

F. Disseminate information to members relative to major administration and Congressional actions affecting cultural diversity in the work place, programs and organizations.

G. Develop and maintain a “job bank” of candidate referrals for possible employment in Council organizations and assist in recruiting.

H. Conduct an in-depth analysis of the successful programs identified in Part IV of this report with an eye toward preparing a special newsletter(s) on “best practices” among Council organizations in achieving cultural diversity.

I. Establish an awards program for recognizing Council organization accomplishments in achieving cultural diversity in workforce and programs.

- With the adoption of the recommendations contained in this report, the Council Board of Directors should establish a Steering Committee to provide hands on assistance to the Council’s members for implementation purposes. The membership of the Steering Committee should include a representative from Council staff, two-three representatives from organizations outside the Council’s membership and a private consultant (or firm) who is well versed and skilled in cultural diversity in the workplace and programs.

### Environmental Justice

- Each Council organization – in response to 21st century population demographics, resource conservation and environmental challenges—should review its organic mandate, charter and by-laws in order to determine the appropriateness of adopting an amendment(s) incorporating the principles of environmental justice.

- With an aim toward building a broader constituency for conservation, environmental quality and justice, the Council’s Board of Directors should appoint a task force to determine how the Council and its members could assist community-based organizations and other national organizations in improving their capacity in resolving conservation and environmental problems. Capacity building might include technical, administrative and legal assistance, resources and site planning, interagency cooperation and collaboration, and financial support.

- The task force should also address possible inter-organizational and mutual aid agreements between the Council, the Green Group, traditional national social action organizations, and local, regional and national environmental justice organizations. Moreover, the task force should consider convening a workshop including representatives of the aforementioned groups with an eye toward developing a major inter-organizational agenda benefiting all citizens for a quality environment.

Telling The Full Story – African Americans in Conservation

- The Council’s Board of Directors should consider in cooperation with education, historic preservation, history and civil rights organizations providing support for a major independent scholarly research project on African American contributions to land ownership, conservation, farming, pioneering and exploration. The comprehensive historical accounting should cover the period from Jamestown Settlement (or before) to the present. The research project should result in a book or a series of books.
- In order to build greater public awareness, the Council and its members should collaborate with other organizations and individuals in producing for television a special documentary film on African Americans in conservation.
- The Council and its members should develop a partnership with the Congressionally authorized commissions and other organizations responsible for sponsoring the following national commemorations:

<u>Year</u>	<u>Event</u>
2004	50 <sup>th</sup> Anniversary of landmark US Supreme Court Decision <i>Brown vs. Board of Education</i>
2004	200 <sup>th</sup> Anniversary of the Lewis and Clark Expedition
2007	400 <sup>th</sup> Anniversary of the Settlement of Jamestown

Involvement and assistance in these national commemorations would provide tremendous opportunities to promote conservation and highlight the contributions of African Americans in the development of our nation.

## Recommendations from the 2002 & 2003 Study Projects, cont:

### 2003 Recommendations:

- The Council should sponsor a seminar (or conference) that would involve a panel of 3-5 highly acclaimed historians who would lead a comprehensive discussion on the struggles and contributions of culturally diverse groups and individuals to the conservation of the nation's natural resources. The participants, among others, would include the Council's board of directors, CEO's, staff, members and representatives of colleges and universities with predominate or significant diverse student enrollment.

The seminar or conference could be held at the National Conservation Training Center in West Virginia or on the campus of a college or university. The event should have wide media coverage, and the proceedings published for wide distribution.

- The Council should produce for wide distribution a professional profile of cultural diverse members of conservation staff and boards. The publication or series of publications should include individual "testimonies" with comment on their respective organizations' specific programs and community engagement activities.
- The Council and its member organizations should undertake all necessary measures to eliminate possible difficulties in communicating its programs and job opportunities to our new citizens. Actions might include, for example, the publishing of conservation articles, research materials, job vacancies, event notices, etc. in multi-languages, i.e., Spanish, Vietnamese, etc., and make wide use of selected news media for publicizing conservation organization business.

Employees in conservation organizations with proficiency in various languages should be utilized in preparing the publications, job announcements, etc.

- As a minimum, the Council and its member organizations should participate in national observances – specifically those that recognize and celebrate our rich cultural diversity and contributions that men, women and youth of all backgrounds have made to the development of our nation.

The observances include:

Women's History Month  
American Indian Heritage Month

African American History Month  
Hispanic Heritage Month  
Asian and Pacific Islander Heritage Month

- Drawing from the US Equal Employment Opportunity's guidance to Federal Agencies, the Council and its member organizations should develop individual Diversity Employment Plans consistent with the following process:

Program Analysis: The first step in the DEP planning is to conduct a comprehensive program analysis of the current status of all diversity employment and program efforts within the organization. Subordinate units (if applicable) including State, regional or district offices should conduct a program analysis for submission to the national office. The national office should aggregate analysis submitted by their respective subordinate units.

For program analysis and planning purposes, the DEP is divided into eight program elements. Organizations and their subordinate units must use all of these program elements in conducting their analysis, but may use some or all of these program elements in developing their plans.

- The Council and each of its member organizations should develop and implement a Diversity and Employment Program (DEP) evaluation. The scope of the evaluation will vary with the range of requirements set forth in the individual approved DEPs. However, the elements of the evaluation program should, as a minimum, include a description of each required action along with a corresponding standard for accomplishment. The actual evaluation would determine level of accomplishment, possible areas for improvement, adjustment in target dates, and possibly change in responsible official, in order to achieve a program at desired standards.
- The Council should enter into individual Memorandums of Understanding (MOU) with the National Association for the Tribal Colleges, National Association for Equal Opportunity in Higher Education (historically and predominantly Black Colleges and Universities) and the National Hispanic Association of Colleges and Universities.

A provision of each MOU might contain a requirement for the Council on behalf of member organizations to sponsor a scholarship(s) in conservation, natural or cultural resources management. The scholarship(s) would be administered by each association and could be designated as the "Natural Resources Council of America's Scholarship in Conservation."

- Supervisors and managers in the Council and each member organization should receive basic training in equal employment opportunity and managing a culturally diverse workforce.

- Each Council member organization should consider the feasibility of participating in the IPA program. Coordination between the prospective participating organization and the preferred Federal agency could be provided by Council staff. This would be advisable in order to eliminate possible conflict when several organizations might request personnel from the same agency at the same time.
- In all instances, it should be clearly established with all sources of applicant referrals and stated in paid advertisements that women and minorities are encouraged to apply. Furthermore, each applicant for senior management and executive positions should be rated against noted qualification criteria.
- The Council and its member organizations, in recruiting for senior management and executive positions, should distribute the vacancy announcements to governmental conservation agencies at the Federal, State, County and local levels. The principal contacts in the governmental agencies should be their respective Personnel Officer (Human Resources) and the Diversity and Equal Employment Program Officer. In all instances the vacancy announcements must state that the Council member organization is an Equal Opportunity employer and women and minorities are encouraged to apply.
- Mid-Management Development opportunities should be available for employees in the Council member organizations. Member organizations with significant capacity, i.e. funding, staffing, etc., might consider establishing their individual development program. A complimentary development program could be established and administered by Council staff and would be open to any eligible employees in Council member organizations. Anticipated funding for the Council program would be provided by the development trainee's respective "home" organization.

The Council should appoint a task force to develop specific policies, guidelines and criteria for the establishment of a mid-management development program. These program requirements could possibly be used with modification as necessary to meet the needs of the individual member organizations.

- The Council should initiate jointly with member organizations a campaign to raise funds from foundations, corporations, governmental agencies and individuals to support the increased employment and involvement of our youth in conservation organizations and programs. The target increase should be at least 10% above the total number of youth employed in the previous year.
- The Council should chair a meeting with representatives of the principal Federal land management agencies, i.e. US Fish and Wildlife Service, Forest

Service, Bureau of Land Management, Army Corps of Engineers, and the National Park Service to explore opportunities for member organizations' participation in the Public Lands Corps Program. This program makes available Federal funding, work sites, technical assistance, etc. in support of youth employed by partnership organizations.

- The Council should establish an Executive Diversity Leadership Council that would advise on programs, objectives, priorities and funding strategies for improving diversity within member organizations and programs. The Advisory Council members should attend each full Board of Directors meetings, the annual membership meeting, and the annual awards program. At the Board meeting the Council could advise and assist in policy deliberations, program review, and other matters affecting diversity.

**Appendix B: Listing of a NRCA Member Organizations Participating in the Follow-up Survey and Respective Conservation Officials Consulted**

<b><u>Organization</u></b>	<b><u>Officials Consulted</u></b>
Accokeek Foundation	Dr. Wilton Corkern, President
African Wildlife Foundation	Dr. Patrick Bergin, President
The Conservation Fund	Mr. Larry Selzer, President Ms. Lori Withers, Human Resources and Administration Manager
Defenders of Wildlife	Mr. Roger Schlickheisen, President Ms. Barbara Selders, Director of Administration
Ducks Unlimited, Inc.	Mr. Wayne Dierks, Director of Human Resources
Earth Force	Mr. Vince Meldrum, President
Environmental Law Institute	Ms. Leslie Carothers, President
The Izaak Walton League of America	Mr. Paul Hansen, Executive Director Mr. Mike Lynch, Director of Finances Ms. Audrey Morris, Staff Assistant
National Audubon Society	Mr. John Flicker, President Mr. Bob Perciasepe, Chief Operating Officer
National Environmental Education & Training Foundation	Mr. Kevin Coyle, President
National Fish and Wildlife Foundation	Mr. John Berry, Executive Director Ms. Beth Christ, Director of Human Resources
National Park Foundation	Mr. Jim Maddy, President Mr. Michael Bento, Senior Vice President
National Parks Conservation Association	Mr. Tom Kiernan, President Mr. Alan Spears, Associate Director, Diversity

**Appendix B, Cont.**

National Wildlife Federation	Mr. Bob Ertter, Vice President, Human Resources and Facilities Ms. Maria Litman, Director, Human Resources Development
Natural Resources Defense Council	Ms. Frances Beinecke, Executive Director
Scenic America	Ms. Meg Maguire, President
Student Conservation	Mr. Dale Penny, President Mr. Flip Hagood, Senior Vice President
Trust for Public Lands	Mr. Will Rogers, President Ms. Barbara Smith, Director of Human Resources Mr. Michael Coyle, Employment Representative
Wilderness Society	Mr. Bill Meadows, President Mr. Kelly White, Director of Human Resources
World Resources Institute	Mr. Paul Faeth, Managing Director Ms. Vivian Fong, Director of Human Resources
World Wildlife Fund	Ms. Mar Jane Jamar, Vice President for Human Resources and Facilities Ms. Elaine Bowman, Director, Employment and Performance Management Ms. Missy Rosen, Recruitment Coordinator

# U.S. Census Bureau

## Appendix C

### Race and Hispanic or Latino: 2000

Subject	Number	Percent
<b>RACE</b>		
Total population	281,421,906	100.0
One race	274,595,678	97.6
White	211,460,626	75.1
Black or African American	34,658,190	12.3
American Indian and Alaska Native	2,475,956	0.9
American Indian	1,865,118	0.7
Alaska Native	97,876	0.0
Both American Indian or Alaska Native	1,002	0.0
American Indian or Alaska Native, not specified	511,960	0.2
Asian	10,242,998	3.6
Asian Indian	1,678,765	0.6
Chinese	2,432,585	0.9
Filipino	1,850,314	0.7
Japanese	796,700	0.3
Korean	1,076,872	0.4
Vietnamese	1,122,528	0.4
Other Asian Category	1,061,646	0.4
Two or more Asian categories	223,588	0.1
Native Hawaiian and Other Pacific Islander	398,835	0.1
Native Hawaiian	140,652	0.0
Samoan	91,029	0.0
Guamanian or Chamorro	58,240	0.0
Other Pacific Islander category	99,996	0.0
Two or more Native Hawaiian or Other Pacific Islander categories	8,918	0.0
Some other race	15,359,073	5.5
Two or more races	6,826,228	2.4
Two races including Some other race	3,001,558	1.1
Two races excluding Some other races and three or more races	3,824,670	1.4
Two races excluding Some other race	3,366,517	1.2
Three or more races	458,153	0.2
<b>HISPANIC OR LATINO</b>		
Total population	281,421,906	100.0
Hispanic or Latino (of any race)	35,305,818	12.5
Mexican	20,640,711	7.3
Puerto Rican	3,406,178	1.2
Cuban	1,241,685	0.4
Other Hispanic or Latino	10,017,244	3.6
Not Hispanic or Latino	246,116,088	87.5

U.S. Census Bureau Cont.

Subject	Number	Percent
<b>RACE AND HISPANIC OR LATINO</b>		
Total population	281,421,906	100.0
One race	274,595,678	97.6
Hispanic or Latino	33,081,736	11.8
Not Hispanic or Latino	241,513,942	85.8
Two or more races	6,826,228	2.4
Hispanic or Latino	2,224,082	0.8
Not Hispanic or Latino	4,602,146	1.6