

DIVERSITY AND INCLUSION TOOL KIT

Documents and materials to help Chapters, Districts, and Sections develop diversity and inclusion within their organizations.

Authors

Rosanna M. Fiske, APR | Bob Ross, APR | Heather Keenan

2016 Edition Reviewers

Brandi Boatner | Natalie T. J. Tindall, Ph.D.
Sheila M. Tartaglia, M.A. | Ana Toro, M.A., APR



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Overview

This document offers ideas for your Chapter's, District's, or Section's consideration based on proven models, and the experiences of several Chapters within PRSA. This Tool Kit combines the success of different Chapters to a tactical focus on PRSA's current Diversity and Inclusion program. This means that Chapters, Sections, and Districts that already have a Diversity and Inclusion committee, or want to establish one, can easily incorporate these Tool Kit suggestions within their frameworks.

Through this Tool Kit, PRSA's National Diversity and Inclusion Committee provides members with diversity-related research, materials, applicable tools, professional development opportunities and linkages with key organizations. Its creation rests on two objectives:

1. To educate members by providing them with the resources they need to help them manage the diversity and inclusion initiatives of their own Chapters, Districts, and Sections.
2. To influence the composition of their professional development and membership so that the diversity of its membership reflects and embraces the diversity of the profession.

If you have any questions about this Tool Kit, or need more information, please contact the PRSA National Diversity and Inclusion Committee by e-mail at: diversity@prsa.org.

Note to 2016 Update:

The 2016 PRSA National Diversity and Inclusion Committee has undertaken a fifth edition of this valuable Tool Kit. This edition contains updated references, examples of selected best practices, updated directories of publications and organizations, contributions from multicultural professionals, a revised directory of speakers qualified and available to speak on program topics on the issues discussed in this Tool Kit, and other new material.

Defining Diversity and Inclusion

The PRSA National Diversity and Inclusion Committee has defined its role with regard to diversity and inclusion as follows:

To champion diversity of thought, cultures, disciplines, ideals, gender, disabilities, sexual orientation and age in order to develop an inclusive Society. By reaching and involving members who represent a broad spectrum of differences, we will encourage and educate members about the benefits of a diverse profession by providing professional development, knowledge and support to help them succeed in public relations.

Our definition of diversity and inclusion recognizes people from all walks of life. Our broader definition includes your particular organization's dimensions such as market demographics, Chapter/District/Section talent professional pool (corporate vs. agency), and/or career level which creates an umbrella that is broad enough to cover everyone. In broadening the definition, our organization creates a more inclusive Society.

According to Lee Gardenswartz and Anita Rowe, principals of Gardenswartz & Rowe, a California-based diversity consulting and training team, the trend is to provide a broad definition, one that goes beyond the visible differences of race, ethnicity, age, and gender. Sometimes focusing on a narrow definition is not only too exclusive, but is also too closely linked to affirmative action. They believe a narrow definition seems to engender resistance from white males and does not accomplish long-term cultural change that really focuses on utilizing the best talents of everyone, a primary objective for most diversity initiatives.

A more inclusive definition of diversity can include primary items related to one's professional life and length of experience, to secondary influences such as religion, socioeconomic status, education, type of job, and job classification, and geographic status. These areas of diversity are just as significant as race or sexual orientation. Workplace issues tend to arise around people's preconceived notions with regard to another person's education, socioeconomic background and work experience.

Keep in mind that if a specific group has been excluded somehow in your market, whether through entrenched systems or individual bias, either unconscious or intentional, a broad diversity focus can seem irrelevant and meaningless. For your definition to have meaning, members and prospects must be able to see themselves in the definition. If they can relate to it, they will be more likely to invest in the initiative.

Why Diversity Matters

Can diversity in color, gender, sexual orientation, and disability status really affect the workplace? The answer is a resounding yes, and is supported by years of research from business schools on performance, productivity, and profitability. Diverse teams bring multiple perspectives to problem solving and make strategic decisions that more fully reflect client demographics.

Business school studies show that a work culture that embraces diversity with a goal of learning and integration is more effective at reaping the benefits of multiculturalism than one that considers itself “colorblind.” What drives innovation in a company is the practice of sharing organizational objectives with employees, and soliciting their feedback, taking into consideration different points of view.

The Millennial generation is a key component in the business case for diversity. Gen Y represents nearly a quarter of the American workforce today and will represent more than half by 2020. They are generally more tech savvy with ease of use around social networking, and may generally be comfortable with different ethnic and racial groups. With regard to multi-generational workplaces, the more established and experienced Baby Boomers and Gen X’ers can infuse the workplace with new perspectives by remaining open to Millennials, and enabling them to learn and thrive.

The Case for PRSA Diversity and Inclusion

In early 2004, PRSA undertook a study of Chapter, District and Section diversity practices. Results show there is a great deal of confusion and ambivalence among PRSA leaders as to what diversity is, and also to the importance of investing money, time and energy to achieve it. Yet many affirmed it's something that must be addressed if PRSA is to move forward.

In 2010, PRSA merged the Multicultural Communications Sections and LGBT Affinity Group with the Diversity Committee, under a broad structure intended to allow for a separate but coordinated focus of different aspects of diversity. In 2015, the Diversity Committee changed its name to the Diversity and Inclusion Committee.

Diversity initiatives represent a necessary response to a changing world, and PRSA's place in it. We know demographic change is occurring rapidly. To remain robust and ensure a competitive advantage and maximum membership growth, PRSA wishes to actively encourage development of an organization, membership and leadership base that mirrors the demographic composition of today's professionals as well as the communities PRSA members serve.

In a nutshell, diversity management has a direct impact on the bottom line, yielding more professional development, a more diverse membership and more preparation to be able to acclimate to our multicultural nation.

Perhaps what each Chapter/District/Section member should ask is how not dealing with diversity at its own level is sabotaging their progress. Each must look to its market statistics to determine if it is serving an increasingly diverse prospect base or whether PRSA is at a disadvantage in competing for practitioner loyalty and dollars.

Diversity and inclusion management provides a pragmatic, strategic advantage. If competing organizations do a better job at this, PRSA will lose out in the long run. It is clear that PRSA faces challenges and opportunities at all levels. Properly implemented, diversity and inclusion initiatives should grow PRSA's membership and improve the overall organizational tone. Our philosophy is to encourage all members of the Society to value diversity and inclusion.

For more than a decade, PRSA's leaders have brought attention to the issue of diversity and inclusion in the following ways:

- Make PRSA a more inclusive and welcoming Society by reaching out to industry professionals of diverse racial backgrounds, ethnicities and sexual orientations.

- Help to diversify the industry by supporting minority candidates who aspire to a career in public relations by helping them develop industry familiarity and knowledge, relevant skills and a network of professional contacts.
- Bring multicultural understanding and expertise to public relations professionals in order to address the diverse audiences in the nation.

This mission is currently reflected in four focus areas for PRSA:

1. Increasing recruitment of diverse individuals to PRSA as members and leaders within the organization
2. Providing training for PRSA members and leaders with respect to diversity, inclusion, and multicultural communications to educate and inform members about the benefits of a diverse profession through the creation and dissemination of resources and learning opportunities
3. To develop and promote programs matching ethnically and culturally diverse proteges with mentors
4. Encouraging more ethnically and culturally diverse individuals to pursue a career in public relations

Against this backdrop, the percentage of PRSA members who are self-described as diverse has increased from 7% in 2005 to 14% in 2010, and between 1997 and 2011 PRSA had its top leadership position (CEO and Chair of the Board) filled three times by diverse professionals.

During this same period, PRSA Chapters across the country have appointed Chapter Diversity Officers, and diversity resources have become an important part of the Tool Kit PRSA offers members.

More work needs to be done in order to meet the needs of our multicultural nation. We need to create a more representative workforce, reach diverse audiences who have segmented communications channels, and create a better understanding of diversity and inclusion in our society.

In 2009, PRSA's board of directors began to more closely examine a number of areas of PRSA's activities to discuss how to strengthen PRSA. A draft blueprint was created to refocus diversity efforts; PRSA restructured its Diversity Committee to be more all-encompassing (to reflect the changing and broadening definition of diversity), and 2010 PRSA CEO and Chair Gary McCormick elevated the issue of diversity as a major priority for the organization.

PRSA's work plan includes expanding diversity and inclusion resources for members, enhancing the recruitment of diverse members to PRSA, and working with allied organizations to extend this work.

The Business Imperative for Diversity

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Consistent with PRSA's strategic diversity goal, Chapters, Sections, and Districts have long sought an effective approach to grow their memberships to match the demographics of the communities they serve more closely.

Before trying to determine where to begin, spend time determining the purpose of implementing a diversity and inclusion initiative in your Chapter/District/Section. Explore – at both an organizational and an individual level – the reasons for beginning diversity work.

Also, identify critical strategic drivers for your diversity initiative. What are the challenges and where is the opportunity? Once you have clarified the cause for action and detailed the desired outcomes, you can begin creating a plan.

Build on Existing Values and Vision

For example, a healthcare organization's four core values of respect, justice, compassion and excellence gave it a natural connection to focus on diversity. A sales organization whose goal is to increase profits and provide excellent customer service can link that goal with understanding and matching the diversity in the marketplace. Values around ethics and empowerment have been hooked to more effective management of diversity and in many organizations the emphasis on teamwork has provided the bridge to diversity.

Show Members What's In It for Them

In addition to explaining how managing diversity benefits the organization, it is also important to help members see how it can help them individually. More effective teams, fewer conflicts in their own jobs, more marketability and greater understanding of customers are just a few examples. In one manufacturing plant, understanding, working cooperatively and communicating appropriately with diverse coworkers were steps toward increasing safety. Aspects to emphasize with your membership will depend on your strategic plan. However, more attention to all members' and prospects' needs is generally an advantage for everyone.

Spell Out an Inclusive Definition of Diversity

Beyond addressing the “why” of diversity, there is a need to explain the “what” of diversity. It is especially critical to emphasize that diversity and inclusion is far more than race and gender, and includes age, professional/career differences, levels of ability/disability, educational background, sexual preference, religion, and field of work. Without such an inclusive definition, many members are apt to reject the process, not seeing themselves as part of the diverse mix and viewing it as something designed to help others, rather than themselves.

Explain the Process

Let members know what concrete steps to expect. How can everyone in your Chapter/District/Section be part of the process? For example, is a survey going to be sent to them? If so, how will input from it be utilized? Is a diversity and inclusion committee going to shepherd the endeavor? Which executive will be the champion or sponsor? Are there specific events being planned? Showing how managing diversity is an ongoing process, rather than a “one-time” initiative or an event, and how it is an integral part of how the organization works, is also important.

Maintain open and ongoing communication

Maintain open and ongoing communications with your membership, and with the National Diversity and Inclusion Committee, about your progress. Be thorough and timely in reporting back to your membership and your board with any results and/or progress. Follow-through is a must in order to deter cynicism and lowered expectations. Also, showcase the benefits of your initiative. To get support, members and prospects will need to know how these changes will benefit them.

Demonstrate Commitment

Members may have a somewhat skeptical attitude about any announcement that heralds change. “Show me, don't tell me” might be their motto. Much can be gained by making some tangible, symbolic moves that signal the organization's seriousness about this. Placing a credible leader at the helm of this process or committing resources and involving active PRSA members on diversity task forces, for example, might speak volumes about your commitment.

While the message needs to be concise and straightforward, it also must make the case for a diversity and inclusion initiative, and communicate the critical points, communicating appropriately with market, Chapter/District/Section and members.

How to Start Diversity and Inclusion Initiatives

in Your Chapter, Section, or District:

A Step-by-Step Guide for Implementation

Consider the following when developing and implementing your own initiative:

- **Get Leadership's Commitment**

Enlisting the visible support and commitment of your Chapter's, District's, and Section's president or chair is fundamental to your initiative's success. Does your Chapter president, for example, support the Chapter spending some seed money to see the changes happen or to promote the initiative? How accessible will he/she be to your committee? Will other Chapter officers commit to different elements of the initiative – helping with sponsorships, brainstorming on programming ideas, writing an article or white paper? The leadership must be visibly committed in order for members and prospects to believe in your mission. If other leaders are part of the commitment, it will show that this will be a continuing initiative.

- **Communicate, Communicate, Communicate**

Don't expect people to know what to do with a diversity and inclusion initiative. Be explicit about how support and commitment are to be shown and from whom it is expected. Do you want PRSA leaders to communicate your committee's diversity and inclusion goals? Do you want the programming committee to change some of its programming to include diversity? What is the role of others not intricately involved in the diversity and inclusion initiative? Address these questions before moving on.

Communication is crucial to the success of your diversity and inclusion initiative, and it must be an active component at all times. Be thorough and timely in reporting back to your board of directors and to PRSA's National Diversity Committee with any results and/or progress (following this section is the PRSA Diversity Initiative Best Practices form to communicate with National on your work). Treat your diversity and inclusion initiative as you would a client if you were a counselor, or perhaps as a brand, if you were in a corporate setting. Keep it front and center.

- **Evaluate Your Chapter's/District's/Section's Needs and Issues**

You may need to conduct some type of assessment to determine members' perceptions on your specific diversity and inclusion issues. Questionnaires and focus groups can help clarify the obstacles. You'll also find that this is a great tool to determine where your Chapter/District/Section is on the diversity and inclusion continuum. If a diversity and inclusion initiative has existed for years, has it been effective or are you starting from scratch? Do the people in your organization equate managing diversity and inclusion with affirmative action planning? Do people in your organization understand the difference between **valuing** diversity and inclusion and **managing** diversity and inclusion?

- **Develop Continued Chapter Leadership and Retention**

For the initiative to truly thrive, it needs commitment, continuing leadership, and retention. Commitment is discussed previously, but continuing leadership and retention are two very important aspects that must be part of every diversity and inclusion initiative. Who will carry this effort? Does your district structure allow for continuing leadership? Does your organization struggle with recruiting a diverse membership?

Perhaps your district is committed to attracting members outside of the dominant culture, but has failed to mentor them so that they want to remain and assume leadership roles. This may be of particular interest to the diversity and inclusion initiative, but leaders must communicate to make this happen and to find possible solutions. In early planning, tackle this issue so that the Chapter/District/Section can provide greater opportunities for developing leadership experience. For example, each committee chair should have a vice-chair. Vice-chairs may become future chairs, while chairs move to the board and board members become officers. In this way your Chapter/District/Section will ensure continuing leadership and a more diverse talent pool of trained leaders.

- **Develop Member Retention Initiatives**

The Multicultural Advantage, a leader in multicultural and diversity initiatives, has provided the following ideas to consider when trying to recruit and retain a diverse membership for your organization. These strategies have been reproduced with permission from The Multicultural Advantage. For more information, go to <http://www.multiculturaladvantage.com> or call 215-849-0946.

- Emphasize competence-based credentials rather than past experience.
- Encourage the placement of interns and co-op students who are members of diverse

groups.

- Establish formal relationships with schools that have diversity in their student bodies. This measure will ensure that you are always cultivating talent for your future talent pool.
- Make sure that all levels of management [leadership] have received diversity training; without it, they may not be in a position to give a fair evaluation during the hiring [nominating/appointment] process.
- Cultivate organization partnerships with groups that cater to the needs and interests of minority candidates (e.g. people of color, women, people with disabilities, etc.). When using a panel, make sure that it is culturally diverse to minimize potential bias.
- Be sure that the qualifications established for a given position are needed to do the job and are not based on historical assumptions. Understand your own beliefs and attitudes about the positions that you are filling and the populations that you are targeting.
- Incorporate nontraditional networking channels to produce a diverse applicant pool. A strong diverse, informal network is a critical part of any successful diversity recruitment effort.
- Encourage senior people of color, women and people with disabilities in your organization to assist in providing names of possible recruits.
- Evaluate Each Component of Your Diversity and Inclusion Initiative.

Another key element to a successful diversity and inclusion initiative is evaluating the results of your initiative and measuring progress. Set measurable criteria and determine what you would like to accomplish and how you will measure those objectives. Criteria will be needed to guide this aspect, based on the needs, obstacles and problems uncovered early on. Pre- and post-assessment and measuring against baseline data is helpful.

- **You Don't Have to Do it Alone**

There are many ways that PRSA headquarters and the PRSA National Diversity and Inclusion Committee can assist you. This assistance can take the form of serving as a sounding board, sharing national materials to assist with Chapter/District/Section programs, helping you find speakers/experts or connecting you with your peers across the country.

- **Evaluate Each Component of Your Diversity and Inclusion Initiative**

Another key element to a successful diversity and inclusion initiative is evaluating the results of your initiative and measuring progress. Set measurable criteria and determine what you would like to accomplish and how you will measure those objectives. Criteria will be needed to guide this aspect, based on the needs, obstacles and problems uncovered early on. Pre- and post-assessment and measuring against baseline data is helpful.

- **Integrate Diversity and Inclusion in the Fabric of the Organization**

Ensure that every committee chair, every professional development program and every written piece on behalf of PRSA has a diversity and inclusion component. Integrate the concepts, skills and results of your diversity efforts in checklists that other committees may develop for their own organization. Some Chapters, Districts, and Sections choose to do this by tying specific committees' performance in the area of diversity and inclusion to their future budgets. This final step makes diversity and inclusion an integral part of the organization as a whole, in its operations and plans.

- **Diversity integration in any organization requires time, determination and patience**

Money, talent, time, energy and commitment to a diversity and inclusion initiative are needed to make it worthwhile and successful. The Society of Human Resource Management, whose diversity initiative dates back more than 10 years says:

“Modify, rather than replace, those components of your initiative that do not prove to provide an added value. Because strong organizations are constantly evolving, expect the diversity effort to raise new issues and require adjustments as your organization responds to your efforts.”

Other recruitment and retention strategies to consider:

1. Take a close look at the demographics of your Chapter/District/Section and then take a close look at your market. This will help you determine your diversity and inclusion membership needs.
2. When creating written or printed materials, remember to reflect visually the diversity you wish to attain.
3. Once you get started, define diversity and inclusion for your Chapter/District/Section. You might want to develop a diversity and inclusion plan with measurable objectives, including easily attainable strategies and tactics.
4. Include stories on diversity and inclusion in your newsletters and keep in mind that diversity and inclusion can help you attract more professionals to your professional development if included in presentations and workshops.
5. Try to include diverse speakers and authors who will be welcoming to diverse participants, readers and audiences.
6. Design initiatives for prospects that are inclusive. Remember that not all cultural

elements you're used to apply to all audiences.

7. Partner with your local PRSSA Chapter to recruit diverse young members. Make this a priority at predominantly minority-attended colleges and universities.
8. Share your diversity achievements with other Chapters, Districts and Sections as well as other communications and marketing organizations. Additional recruiting sources include the following:
 - Professional organizations with diverse members;
 - Communications programs and ethnic studies of colleges and universities;
 - Community and civic groups;
 - Local houses of worship and religious centers that may have in-house communications volunteers;
 - Local government;
 - Immigration/naturalization/voting initiatives;
 - Employee referrals; and
 - Publications that emphasize diversity and inclusion.

Making Big Ideas Practical: How to Make it Work Within PRSA

Build your Chapter's/District's/Section's efforts to become more diverse and inclusive upon a foundation of professional development and programming rather than "recruitment" per se.

Set a numerical target for the number of professional development initiatives of special interest to diverse memberships to be presented through your existing program structure.

Create additional program drivers through either or both of the following strategies:

1. Organize a diversity, multicultural or international committee and task it with providing one or more general programs. If your Chapter already has one of these committees, start another. While these committees may also perform other roles, make certain their responsibilities include providing one or more programs designed to simultaneously meet the needs of diverse and general memberships. The most successful professional development programs focus on topical business, community or professional issues, case studies, media roundtables, social events, etc., that everyone can relate to.
2. Identify a particular underrepresented group and dedicate resources to cultivating that group. For example, the Miami Chapter has an extremely successful Hispanic Market Section, once intended as a prototype for a national PRSA Section, which produces up to four programs each year themed to mainstream Hispanic business interests. The programming generally has crossover appeal to non-Hispanics, as well. Sometimes these events are purely social. All Chapter members are invited to attend and many do. Section activities are a key to successful outreach to Hispanic membership prospects. It would help to apply this model to African-American outreach at the Chapter level. Perhaps a Chapter might be interested in piloting an African-American Business Council around the rallying point of business interests rather than ethnicity (Hispanic Market Section Operational Guidelines can be found in the Appendix). In establishing new committees, do not worry about functional overlap. It makes no difference that the boundaries may be blurred between committees existing side-by-side. The objective is to produce constant and continuing professional development. In so doing, you'll send unmistakable, frequent signals to diverse practitioners in the changing marketplace that PRSA can meet their needs.
3. Use the establishment of new committees as an opportunity to showcase the talents of people of color and different ethnicities, both as presenters and committee chairs. This way, when the nominating committee meets, it will have a larger and more diverse pool of candidates from which to fill board and officer positions.

4. Work with local PRSSA Chapters or Diversity Departments at local colleges/universities. Consider partnering with students or student groups to drive diversity and inclusion initiatives locally, or to implement a new program or project for the community.
5. Dedicate one story per quarter to a diversity and inclusion issue, case study, or finding. Consider creating a newsletter specifically for your diversity and inclusion efforts, whereby practitioners who work with diverse markets can contribute articles.
6. Partner with other communication and/or marketing related organizations that concentrate on diverse topics or membership to help drive members and communicate your own initiative. This can also be a partnership that can help you further the strategic goals of the Society (a list of national organizations that may have chapter or district representation and address diverse interests is in the Appendix).

**Best Practices Ideas for Diverse and Inclusive Professional Development:
Bringing Value to Members**

The following is a sampling of programming ideas and topics that were provided from Chapters, Districts, and Sections throughout the nation. For more information, please contact the National Diversity and Inclusion Committee at diversity@prsa.org.

Find the story within the story

A professional development workshop where three different professionals describe a “crisis” they faced and attendees have to come up with a solution, before the real solution is presented. The diversity twist: make sure to include as one of the crisis stories, an ethnic market issue. For example, in one program, Burger King Corporation presented a crisis it faced with an African-American franchise owner.

Hold media roundtables

Address the growing ethnic media by dedicating one of your media roundtable programs exclusively to Spanish-language media, African-American publications, Chinese-American outlets and Arab-American media among others.

Partner with diverse chambers

Deliver a program to a local chamber of commerce that reaches diverse members. For example, Miami has done programs with the Latin Chamber of Commerce, the U.S. Hispanic Chamber, the French-American Chamber of Commerce and the Brazilian Chamber of Commerce.

Public vs. Private & The Diversity and Inclusion Challenge

Partner with your area’s largest public and private employers to discuss the different diversity challenges they have faced, and specifically, those relating to communications. Mainstream organizations dealing with ethnic PR. Ask corporate/governmental practitioners to discuss how they work with ethnic PR agencies, ethnic initiatives, and ethnic campaigns.

Diversity and the human resources department

Work with the local HR organization (Society for Human Resource Management has a number of Chapters throughout the nation) to create a program to discuss employee communications and communicating with diverse professionals.

It isn’t just black and white

Discuss emerging markets within your community and provide the different opportunities available.

Discuss use of ethnic language

Do Hispanic audiences really prefer Spanish rather than English? Is there such a thing as different “Spanish?” How do you write Spanish to be understood by the masses? What is the preferred language by Chinese-Americans? How many dialects do Chinese-Americans speak and which is most politically correct to use in public relations?

Use the Census Bureau to understand your community

This is a fertile subject in the wake of the 2015 census and the emerging American Community Surveys. You can now glean precise data online, and there is an excellent workshop on how to use this data in any community, conducted by Smartgirl Technologies of Portland, Oregon.

Use ethnic radio

This is a powerful and often overlooked medium. It is often the major source for news and information among immigrant communities in major cities.

Use lifestyle magazines

This constitutes a burgeoning market, particularly in the Gay/Lesbian communities. Stage a roundtable with Gay/Lesbian-oriented lifestyle magazines and you’ll glean a host of insights.

Employ cross-generational marketing

Employ this kind of marketing to Hispanics and Hispanic sub-groups (Generation Ñ – the Hispanic equivalent to Generation X). It can be adapted to different marketing segments in varying communities, with vast differences among, say, Bergen County, N.J., Miami, Fla., San Antonio, Texas, and Los Angeles, Ca.

How to communicate appropriately with African-American audiences

What are the changes experienced by today’s African-American communities? Are there generational differences in communication styles? How do we appropriately communicate along racial lines? How is the PR community communicating with newly arrived Black immigrants, and how can African-American professionals help?

Building competence in communicating across cultures

Our language is filled with colloquialisms, colorful ways of speaking, and metaphors; it is part of what makes the English language so interesting. But some of these words and phrases can be hurtful to people of certain ethnicities, religious or other groups. Give your writing and language skills a check-up to review some of the ways people inadvertently use offensive words – or other ways of communicating – and suggest more appropriate ways to get your message across.

Diversity of Thought

Diversity of thought is the significance of differences in perspective and approach rooted in diverse identity and experience. Host a solution-finding roundtable with three different

organizations in order to come up with a solution that is the collective combination of diverse ideas and approaches.

Accessible Communications: Ability Beyond Disability

How communications professionals can reach target audiences of individuals with disabilities with inclusive communications. What does accessible communications mean, and how can PR and communications professionals use people-first language.

Appendices
**Tools to Help You with
Your PRSA Diversity and Inclusion Initiative**

Appendix A: Best Practices Form

PRSA DIVERSITY AND INCLUSION INITIATIVE BEST PRACTICES FROM AROUND THE NATION Use this form to communicate with PRSA National whenever you find you've excelled at something regarding diversity. Please e-mail to diversity@prsa.org
CHAPTER/DISTRICT/SECTION:
CONTACT (Please enter name, PRSA position, phone number and e-mail):
GOAL (What did you want to accomplish):
SUMMARY (In two to three sentences, tell us what you did):
STRATEGY & TACTICS:
BUDGET:
WHY IT WORKS (what did you accomplish and learn?):

Appendix B: Diversity and Inclusion Tip: Spotlight on Heritage Months

The United States is rich with diversity, which is reflected in the observances celebrated by its various cultures and populations. These diversity holidays and celebrations can enhance your workplace and chapter's diversity and inclusion efforts.

January 15 – Dr. Martin Luther King's Birthday; January 18 (Federal Holiday)

February- Black History Month

March- Women's History Month

May- Asian Pacific American Month

May- Older Americans Month

June- LGBT Pride Month

August- PRSA Diversity Month

August 26- Women's Equality Day

September 15-October 15- Hispanic Heritage Month

October- National Disability Employment Month

October- Millennial Week

October 1- International Day of Older Persons

October 7- You Matter to Me Day

October 11- National Coming Out Day

October 12- Día de la Raza or Day of the Race

November- Native American Heritage Month

November 11- Veteran's Day

November 20- Transgender Day of Remembrance

December 10- International Human Rights Day

Appendix C: Sample Diversity Chapter Award Application



2015 Chapter Diversity Award Application

Criteria

In order for your Chapter to apply for a Chapter Diversity Award, your Chapter must have:

- Initiated and/or maintained a diversity program between July 31, 2014 and July 30, 2015.
- Recruited or mentored members with interests and expertise in diversity.
- Demonstrated a significant contribution toward diversity through submission of best practice or case study.

Up to two Chapters may receive the honor. Chapters will receive a reward of up to \$250 to help advance that Chapter's diversity initiatives. Chapters may be honored by the selection of their best practices to be showcased on the PRSA Diversity Web page and/or be asked to participate in future Diversity Committee initiatives.

Submitting Your Entry

The Chapter Diversity Award is given to a PRSA Chapter that embodies and demonstrates key values in diversity as outlined in the PRSA Diversity Committee's Mission. In nominating your Chapter for the award, you must submit an essay of no more than two double-spaced typed pages that includes your Chapter's definition of diversity, your diversity initiative's achievements and an explanation of how your Chapter demonstrates the following values:

- Positively affects change in attitudes, beliefs, and behavior for diverse communities and professionals.
- Leads the communications industry in your market by providing solid professional development in diversity-related topics.
- Influences membership by welcoming and recruiting diverse professionals.
- Creates a strategic plan for diversity.
- Establishes sound relationships with various diverse publics and/or organizations to gain consensus or help PRSA advance diversity in the profession.

Submission of best practice or case study should include the following information:

- Chapter contact responsible for best practice or case study.
- Goal – what the chapter sought to accomplish.
- Summary – two to three sentences explaining the initiative.
- Strategy and tactics.
- Budget – what the monetary, time and human capital resource investment was.
- Why it works – what was accomplished and learned?

Appendix D: Chapter Best Practices

- The **Miami Chapter** is honored as an Award of Achievement recipient for its initiative “Hispanic Media 3.0: Social, Bilingual and Ready to Mingle, a Professional Development Workshop.”

The Hispanic Market Section committee of PRSA Miami saw the need and an opportunity to address the ever-changing role of public relations professionals, and how the Internet and social media are playing a major role in communications strategies. The group created two initiatives designed to provide Hispanic marketers and communicators with an opportunity to advance their careers and profession — a networking wine tasting event and a professional development workshop. More than 80 attendees from various professions attended the workshop, establishing a link and relationships with various organizations supporting the advancement of diversity in both the profession and the Miami Chapter. The event raised more than \$4,000 — the most money ever raised for the Chapter — through sponsorships and workshop fees, and was one of the best attended PRSA Miami events of the year, for the cost of just \$80 in expenses.

- The **Orange County Chapter** is honored with an Award of Achievement for its campaign, “Sustaining an Open Dialogue for a More Inclusive Culture.”

The Orange County Chapter has served as a resource for increasingly diverse Southern California businesses since 2004, raising awareness of diversity and inclusion within the public relations profession and the Southern California community. The group has successfully held annual diversity leadership conferences, established and developed partnerships with local Public Relations Student Society of America (PRSSA) Chapters and opened a dialog with the business, academic and media communities in Orange County, emphasizing the impact of diversity on the bottom line.

- The **Dallas Chapter** set out to create a strategic diversity program that addressed the changing needs of an increasingly diverse business community, and raised awareness that diversity extends beyond race. The casual, yet informational, “Drinks + Diversity” networking event offers the Chapter the opportunity to learn about the newest in diversity from leading experts with firsthand experience in the diversity realm, while also giving attendees the opportunity to meet industry peers and learn about all the different fields in the public relations industry. The kickoff event focused on “Connecting with the Latino Consumer,” and the second program informed attendees of the trends and tactics of diversity in communications as they pertain to the Gay Lesbian Bisexual Transgender (GLBT) community.

- The **Greater Fort Worth Chapter** recognized that understanding the distinction between embracing and accepting differences is key to an authentic approach to diversity. This insight led to the creation of the Chapter's "Diversity of Thought" program, which helped promote diverse group participation in a citywide AIDS and HIV awareness program. The Chapter increased commitment to diversity from its members by building a committee of diverse persons representing the corporate, nonprofit, medical, and arts communities. Additionally, the Chapter sponsored diversity-themed luncheons, as well as held a series of meetings and phone conferences with area companies to gauge the effectiveness of its diversity initiatives.
- The **Miami Chapter** continues to recognize their impact on the public relations industry as a highly diverse city. The Chapter's priorities have intrinsically centered on diversity, which is illustrated by its leadership composition, professional development opportunities, and community service. This year's PRSA Miami Sunshine District Conference allowed the Chapter to expand its key programming to include diversity topics that allowed panelists to discuss marketing strategies to reach diverse segments of the population in today's changing times. The programming also included an agency roundtable with key executives from three of Miami's top international agencies.
- The **Orange County Chapter** continues to build upon its strategic partnerships with regional Public Relations Student Society of America (PRSSA) and YoPro Chapters for new leader development, diversity, inclusion training, and mentorship. It secured high-profile guest speakers, which drove attendance to diversity events and broadened the Chapter's diversity message, as well as maintains timely content and resources on its website. This year, the Chapter rebranded diversity with a new logo and leveraged social networking opportunities on such sites as Facebook and LinkedIn.
- The **Kansas Chapter** received the Award of Honor certificate for its energy as a small Chapter making great strides to advance diversity and inclusion by producing diversity-themed workshops for its community.
- The **Greater Cleveland Chapter**, Award of Achievement recipient, embodies and consistently demonstrates key values in advancing diversity by building commitment across the organization to promote diversity and inclusion. Many initiatives were accomplished, including one that provides significant progress in immersing Public Relations Student Society of America (PRSSA) members into Chapter life while keeping diverse programming in the forefront.
- Recognized in the large Chapter category (150+ members), was the **Miami Chapter**. With 43 percent of its membership identifying themselves as representing one or more racial or ethnic minority categories, the Miami Chapter is a perfect example of Chapter

diversity. Just eleven years ago, the Chapter's minority representation was only 12 percent of its total membership. In 1994, the Chapter launched a Hispanic Marketing Section, one of the first in the nation, which now hosts up to three professional development programs annually. This year, the Miami Chapter helped charter a PRSSA Chapter at Florida Memorial College, a historically African-American college located in North Miami-Dade County. The Miami Chapter, which has diversity interwoven into its every day operations, was also the inspiration for National PRSA's Diversity Tool Kit.

- The **North Florida Chapter**, awarded the Chapter Diversity Award in the mid-size Chapter category (51-150), formed an alliance with the Sunshine Chapter (Florida) of the Black Public Relations Society (BPRS). They held a diversity luncheon program featuring Tony Jenkins, vice president of diversity, Blue Cross/Blue Shield of Florida, as the keynote speaker. North Florida also received extensive media coverage of their diversity efforts by reaching out to the local media.
- In an effort to diversify their membership to more accurately reflect Arizona's current demographics, the **Phoenix Chapter**, recipients of an honorable mention, established a Diversity Task Force comprised of multicultural practitioners representing various backgrounds and years of experience within the public relations industry. The task force developed a plan for 2004, which included conducting a baseline survey to determine diversity baselines and to help set attainable goals. In addition, the task force increased awareness of member benefits and cultivated future professionals by introducing public relations as a career option to minority students currently enrolled in Arizona educational institutions.
- In January 2003, the **Richmond Chapter** adopted diversity as one of its primary goals and developed a strategic diversity plan. From that strategic diversity plan, the Minority Mentorship program has emerged as the Chapter's marquee program. The mentorship program pairs PRSA Richmond members with minority students studying public relations at local colleges and universities. The mentorship program runs from September to June and has been included in the Chapter's 2005 strategic plan.
- The **Detroit Chapter's** diversity program was implemented in April 2002. Since that time, the Chapter has established an annual minority/multicultural recruitment reception, sponsored by the General Motors Corporation. An annual minority scholarship was also created in memory of the late Gerald R. Lundy, APR, Fellow PRSA. Other events include an annual multicultural holiday Chapter luncheon to showcase international holiday celebrations and a half-day workshop held at the Arab Cultural Center for Economic and Social Services.

- The **Georgia Chapter** brought in the largest number of minority members with their diversity program, recruiting 20 new members over the past few months. To further demonstrate their commitment to diversity, Georgia Chapter COO Denise Grant attended the Diversity Leadership Academy, graduating from a five-month training program on diversity maturity. Other Chapter diversity initiatives include joint meetings with the Black Public Relations Society and Hispanic Chamber of Commerce, a mentoring program catering especially to mid-level practitioners who require mentoring in order to be promoted to the upper levels of management, creating a diversity section on the Chapter website and paying the membership dues of the Clark Atlanta University PRSSA Chapter Faculty Advisor and returning the student Chapter to good overall standing.
- The **Greater Cleveland Chapter's** diversity program was highlighted by their professional development conference, "Facing Change, Changing Faces: A Communicator's Guide to Remaining Relevant," which drew 120 attendees and was held in conjunction with the Cleveland Advertising Association. The conference was held during Unity Week, a series of events and activities designed to promote multiculturalism and diversity in Cleveland and across Northeast Ohio. Dukes served as keynote speaker and also moderated a City of Cleveland-sponsored panel discussion on negative stereotypes.

**Appendix E: Marketing, Public Relations, Communications and Media Organizations
Targeting Diverse Members/Initiatives**

<p>Advertising Women of New York (AWNY) 25 West 45th Street, Suite 403 New York, NY 10036 212.221.7969 awny@awny.org www.awny.org</p>	<p>Association for Women Journalists (AWJ) PO Box 2199 Fort Worth, TX 76113 Contact: Jessamy Brown 817.685.3876 jessamybrown@star-telegram.com www.awjdfw.org</p>
<p>American Jewish Press Association 107 S. Southgate Drive Chandler, AZ 85226-3222 Contact: Amy Doty 480.403.4602 info@ajpa.org www.ajpa.org</p>	<p>Association for Women in Sports Media (AWSM) 3899 N. Front Street Harrisburg, PA 17110 Contact: Roxanne Pellin Scott www.awsmonline.org</p>
<p>Arab-American Press Guild (AAPG) PO Box 27123 Los Angeles, CA 90027-0123 Contact: Naoir A. Khan</p>	<p>Association for Women in Sports Media (AWSM) 3899 N. Front Street Harrisburg, PA 17110 Contact: Roxanne Pellin Scott www.awsmonline.org</p>
<p>Asian American Journalists Association (AAJA) 5 Third Street, Suite 1108 San Francisco, CA 94103 415.346.2051 national@aja.org www.aja.org</p>	<p>Association of Hispanic Advertising Agencies (AHAA) 8400 Westpark Drive, 2nd Floor McLean, VA 22102 703.610.9014 info@ahaa.org www.ahaa.org</p>
<p>Asian American Media Development (AAMD) 8899 Beverly Blvd., #506 Los Angeles, CA 90048 310.281.3770 ext. 102 aamd2000@yahoo.com</p>	<p>Baptist Communicators Association SBC North American Mission Board 4200 N. Point Pkwy. Alpharetta, GA 30022-4176 800.634.2462 or 770.410.6000 webmaster@namb.net www.namb.net</p>

<p>Black College Communication Association (BCCA) Contact: Valerie D. White, Ph.D. vd_white@hotmail.com www.bccanews.org</p>	<p>National Association of Hispanic Journalists (NAHJ) 1000 National Press Building 529 14th Street, NW, Washington, DC 20045-2001 202.662.7145 nahj@nahj.org www.nahj.org</p>
<p>Catholic News Service 3211 4th Street, NE Washington, DC 20017 202.541.3250 cns@catholicnews.com www.catholicnews.com</p>	<p>National Association for Multi- Ethnicity in Communications (NAMIC) 320 W. 37th Street, 8th Floor New York, NY 10018 Contact: Kathy Johnson 212.594.5985 info@namic.com www.namic.com</p>
<p>Hispanic Marketing & Communications Association PO Box 56 5891 Miami, FL 33256-5891 Contact: Elena del Valle www.hmca.org</p>	<p>National Black Public Relations Society (NBPRS) 14636 Runnymede Street Van Nuys, CA 91405 888.976.0005 www.nbprs.org</p>
<p>Hispanic Public Relations Association (HPRA) PO Box 86760 Los Angeles, CA 90086-0760 Contact: Lourdes Rodríguez lourdes@vpepr.com www.hpra.camp8.org</p>	<p>National Catholic Association for Communicators, UNDA-USA 901 Irving Avenue Dayton, Ohio 45409 - 2316 Contact: Sue West 513.229.2303 http://home.catholicweb.com/unda</p>
<p>National Association of Black Journalists (NABJ) 1100 Knight Hall, Suite 3100 College Park, MD 20742 Contact: Maurice Foster 301.405.0248</p>	<p>National Federation of Press Women (NFPW) PO Box 5556 Arlington, VA 22205-0056 1 800.780.2715 presswomen@aol.com www.nfpw.org</p>

<p>National Hispanic Media Coalition (NHMC) 2514 S. Grand Ave. Pasadena, CA 91105 Contact: Alex Nogales 626.792.6462 info@nhmc.org www.nhmc.org</p>	<p>Religion Communicators Council 475 Riverside Drive, #1355 New York, NY 10115 212.870.2985 Contact: Shirley Struchen sstruchen@rcn.com rccrprc@rcn.com www.religioncommunicators.org</p>
<p>National Latino Communications Center 3171 Los Feliz Blvd., #200 Los Angeles, CA 90039 Contact: José Ruiz 323.663.8294 somerset@nlcc.com www.nlcc.com</p>	<p>Religious Communication Association (RCA) Duquesne University 340 College Hall 600 Forbes Avenue Pittsburgh, PA 15282 Contact: Janie Harden Fritz harden@duq.edu</p>
<p>National Lesbian & Gay Journalist Association (NLGJA) 2120 L Street, NW, Suite 850 Washington, DC 20037 202.588.9888 info@nlgja.org www.nlgja.org</p>	<p>South Asian Journalists Association (SAJA) Jigar Mehta saja@saja.org www.saja.org</p>
<p>Native American Journalists Association (NAJA) University of Oklahoma, Gaylord College 395 W. Lindsey Street Norman, OK 73019-4201 Contact: Darla Leslie Fax: 405.325.6945 darlaleslie@yakama.com www.naja.com</p>	<p>UNITY: Journalists of Color 7950 Jones Branch Drive McLean, VA 22107 Contact: Joanna Hernández 703.854.3585 info@unityjournalists.org www.unityjournalists.org</p>
<p>Newswomen's Club of New York (NCNY) 15 Gramercy Park South New York, NY 10003-1705 Contact: Toni Reinhold 212.777.1610 newswomensclub@verizon.net www.newswomensclubnewyork.com</p>	<p>Washington Women in PR Washington Square PO Box 65297 Washington, DC 20035 202.310.1027 www.wwpr.org</p>
<p>Women in Communications, Inc. 3337 Duke Street Alexandria, VA 22314</p>	<p>Women's Institute for Freedom of the Press (WIFP) 1940 Calvert Street NW</p>

<p>703.370.7436 info@womcom.org www.womcom.org</p>	<p>Washington, DC 20009-1502 Contact: Dr. Martha Allen 202.656.0893 mediademocracy@wifp.org www.wifp.org</p>
<p>Women in Communications - New York 355 Lexington Ave., 15th Floor New York, NY 10017-6603 212.297.2133 www.nywici.org</p>	

Appendix F: Resources Available For Chapters, Districts and Sections

Existing Resources and Ongoing Activities

PRSA has undertaken a number of programs and tactics to support Diversity and Inclusion initiatives among members. These include:

- **Articles in PR Tactics and The Strategist.** A variety of articles related to diversity and multiculturalism appearing in PRSA’s flagship publications.
- **Chapter Diversity Awards.** PRSA’s program to recognize Chapter excellence in the area of Diversity.
- **College of Fellows Mentoring Match Program.** Identify mentors through the CFM program in partnership with the New Professionals section.
- **Diversity Today Blog.** A series of blog posts devoted to topics and insights around diversity.
- **Diversity Tool Kit.** A practical guide for Chapter, Section and District leaders seeking to increase the diversity of their membership.
- **PRSA Diversity & Inclusion Committee.** Oversees PRSA’s diversity yearly activities, including posts to the PRSAY® blog, Diversity Month awareness activities, Diversity Mixer at the international conference, Twitter posts (@PRSADiversity), #PRDiversity Twitter Chats, and webinars, among others.
- **PRSA Foundation.** The PRSA Foundation mission is focusing its efforts on “*a diverse range of ambitious and promising students.*” The PRSA Foundation also has scholarships in addition to attracting and developing diverse talent to the PR profession.
- **PRSA Website.** Diversity is housed under the “Intelligence” tab under on the PRSA website.
- **PRSSA Scholarships:** Two annual scholarships of \$1,500 for diverse students.
- **Speaker and Judge Outreach.** Invitations targeted to diverse practitioners to judge PRSA Silver Anvil competition and propose presentations for PRSA’s International Conference. Outreach is underway to diverse organizations, including the Black Public Relations Society (BPRS) and the Hispanic Public Relations Association (HPRA).