



## Chapters BCC Toolkit & Resources

**How to use this toolkit:** This toolkit is designed to build awareness and knowledge about belonging, community, and culture (BCC) within our chapters. You can use this toolkit to incorporate BCC best practices into your chapter operations, programming, leadership, governance policies, and professional development.

This toolkit is a collection of tools, samples, and recommendations and does not encompass all BCC resources available which address chapter management. We encourage chapter leaders to pursue additional education to further their understanding and knowledge about BCC best practices.

This toolkit aligns with ANFP's Core Values & [BCC Guiding Principles](#) as well as our mission and vision.

### Chapter Meeting Resources

Successful chapters meetings don't happen by accident—they take thoughtful planning, strong leadership, and communication that keep members informed, engaged, and connected. The Chapter Meeting Resources section will support chapter leaders meeting planning efforts, and members in their journey of acquiring and increasing their DEI knowledge and understanding.

Below you will find best practices, speaker and meeting topic resources to help support education and professional development related to DEI at your next chapter meeting or webinar series.

- **Best Practices for Chapter Meetings/Webinars**
  - **Create a Welcoming Environment**
    - Name badges can include preferred pronouns, and new or prospective members should be identified. Make time for networking, Q&A sessions and interactive sessions that encourage respectful and open dialogue that create a sense of belonging.
  - **Ensure accessibility**
    - Consider location, cost, transportation access/ease, space/venue layout and room set-up as well as any other special requests that members need to make their meeting experience a positive one. (See Accessibility Resources.) Consider accessibility such as closed captioning for virtual meetings/webinars as well.

- **Ask speakers to present inclusive content**
  - Incorporate DEI-relevant insights into mainstream topics and highlight case studies, examples, and scenarios that represent different identities, backgrounds, and experiences.
- **Resources**
  - Accessibility Resources
    - [Disability Belongs](#) - Event Accessibility Considerations
    - [Cornell University](#) - Accessibility Meeting Checklist
    - [Forum One](#) - Accessibility Checklist for Virtual Events
    - Captioning tools for hybrid/virtual meetings and webinars: Otter.ai, Zoom Live Transcription, Rev.com, Voiceitt Captions for Microsoft Teams
  - **Speakers**
    - ANFP Speaker Directory (ANFPConnect) - A listing of speakers from ANFP Regional Meetings & ACE
    - [Keynote Women Speakers Directory](#) - BIPOC, women in leadership.
    - [Equity In The Center](#) - Speaker engagements for systems change.
    - DEI consultants and professionals in your area
    - Local/State College & University Faculty
  - **Session Topics**
    - [Nonprofit Learning Lab](#)
    - [Catalyst DEI Topics & Tools](#) - Gender equity, inclusion in leadership
    - [Race Forward](#) - Workshops, toolkits, equity transformation
    - [American Society on Aging - DEI Library](#)
    - [Harvard University](#) - Diversity Resources for Educators

## Communications

Effective communication is the foundation of a diverse, equitable, and inclusive chapter. The words we choose, the stories we amplify, and the channels we use all shape how people experience ANFP.

The following resources are to help guide your chapter's communications approach and ensure we are creating communications that reflect our commitment to belonging, community, & culture. This section provides best practices and practical guidance on using inclusive language, pronouns, and accessibility to help remove unintentional barriers and foster belonging with the diverse audiences we serve.

- **Best Practices for Communications**
  - **Use inclusive language and appropriate pronouns**
    - Use language that reflects the chapter's commitment to fostering equitable access, respectful engagement, and diverse representation. Use terms such as 'everyone', 'all members' or 'colleagues and peers' and use appropriate pronouns for individuals. (See Additional Tools & Resources for inclusive language guides.)

- **Images reflect community/chapter**
  - Images should reflect the population of your chapter and/or community including age, race, ethnicity and gender (and should not violate copyright permissions).
- **Communicate with members (and non-members) through various channels.**
  - Chapters can communicate using various channels, including social media, email, newsletters, phone calls and in-person.
- **Avoid culturally inappropriate terms/references**
  - Certain words and phrases should be avoided which can be misinterpreted or offensive to select groups or communities or individuals. (See Tools & Additional Resources for terms to avoid.)
- **Resources**
  - [The Diversity Movement](#) - How to Bridge Communication Gap: 6 Tips for Multigenerational Teams
  - [Embracing Equity](#) - Effective DEI Language Tips and Techniques
  - [The Communications Network - Outreach](#)
  - [The Communications Network](#) - DEI Communication Tools, Case Studies & Research
- **Newsletter Article Resources** - *(Be sure to reference your source and avoid using copyrighted images.)*
  - [Diversity for Social Impact](#) - Diversity and inclusion through social impact
  - [Google Scholar](#) - Database containing academic articles, case studies and journals.
  - [LinkedIn](#) - Professional networking and education
  - [Harvard Business Review DEI Collection](#)
  - [The Inclusion Solution](#) - Case studies, storytelling
  - Fact-based articles from major newspapers (i.e. USA Today, The New York Times, etc.)
  - Fact-based articles from media news outlets (i.e. US News, ABC, CNBC, etc.)

## Governance

Effective chapter governance, which incorporates DEI practices, is the foundation of a strong, sustainable chapter. Clear and defined roles, transparent decision-making, and consistent accountability help chapters operate with confidence while aligning with ANFP's DEI Guiding Principles. By adopting DEI and governance best practices, chapters can improve member engagement, increase and diversify membership, and build a robust leadership pipeline.

- **Best Practices for Governance**
  - **DEI Guiding Principles into practice**
    - Chapters should embed DEI guiding principles into their SOPs ensuring inclusion is a core governance practice. Chapters leaders should lead by example and follow and uphold ANFP's Volunteer and Member Code of Conduct focused on respect, integrity and professional behavior.
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- **Build a diverse and representative leadership pipeline**
  - Chapter boards and committees should reflect diverse member perspectives achieved by transparent and inclusive recruitment, election/nominating, and onboarding practices. Identify gaps for current board and remove barriers that may limit participation from newer or underrepresented members to participate.
- **Establish clear DEI governance policies & practices**
  - Include DEI considerations in board decision-making policies, budgeting processes, and strategic planning. Demonstrate inclusive leadership behaviors in every chapter role and handle conflict or concerns promptly, fairly, and respectfully.
- **Resources**
  - [Council of Nonprofits](#) - Diversity on Boards
  - [BoardSource](#) - Barriers to Overcome and Advance DEI Within Boards
  - [Blue Avocado](#) - 7 Ideas for Pushing Your Board Forward in Diversity, Equity, Inclusion, and Belonging
  - [SWOT Analysis Guide](#)
  - [BoardSource](#) - Building a Diverse Board - 5 Questions to Get You Started
  - [Board Effect](#) - Conducting a Board DEI Audit
  - [Cause Strategy Partners](#) - Assessing Your Boards DEI Gaps & Opportunities

## Community Engagement

Chapters can practice inclusiveness, promote equity, and support marginalized groups through community engagement activities. By creating inclusive opportunities for participation, recognizing and celebrating our differences, chapters can cultivate an inclusive and welcoming environment within the community. This section outlines best practices that help chapter leaders foster trust, encourage collaboration, while serving members and their communities.

- **Best Practices for Community Engagement**
  - **Recognize inclusive and diverse holidays and celebrations**
    - With many holidays and celebrations throughout the year, consider a few to recognize each month or share ANFP's social media posts and toolkits to help members celebrate inclusively.
  - **Invite relevant community members to attend or present at your meeting**
    - Contact local administrators, government officials, healthcare executives and professionals to take part in your meetings.
  - **Host community events and service projects**
    - Plan events that directly support communities experiencing inequities. Include opportunities for members to learn, serve, and engage in meaningful ways, such as volunteering at a foodbank or packing school lunches.
  - **Leverage volunteer organizations and similar programs for volunteer synergy**
    - For chapters that are looking for a more involved community engagement opportunity, consider collaborations with organizations like AmeriCorps, Habitat for Humanity or other national/local service organizations to expand service capacity, elevate community impact, and support volunteer development.

- **Resources**

- ANFP DEI Toolkits – ANFP has toolkits with resources for chapters (and members) to recognize and celebrate various holidays and observances.
- [Interfaith Calendar](#) for multi-faith observances
- [Educational Data Systems, Inc](#) – Case Study: Building Belonging Through a DEI Wall
- [McKinsey & Company](#) - Diversity Matters Even More: The Case for Holistic Impact
- [Social Pinpoint](#) – Inclusive Success Stories for Community Engagement

## **Sponsorships & Partnerships**

Chapters can provide opportunities for prospective sponsors, exhibitors and other industry partners that help to promote and align with ANFP’s DEI strategic goals. Additionally, chapter sponsorships and partnerships enable chapters to expand their reach, enhance programming, and support financial sustainability of the chapter. This section outlines best practices for identifying potential partners, creating equitable opportunities, and cultivating long-term, mutually beneficial relationships that advance both chapter objectives and support our industry partners.

- **Best Practices for Sponsorships & Partnerships**

- **Prioritize value-aligned, local businesses**
  - When seeking sponsorship, exhibitors or procuring chapter/meeting services (i.e. catering, marketing materials production), select businesses that reflect organizational values that align with ANFP’s DEI guiding principles.
- **Partner with minority-owned vendors**
  - Develop a vendor selection process that highlights minority-owned, women-owned, LGBTQIA+-owned, disability-owned, and other underrepresented business enterprises. (See Additional Tools & Resources for businesses in your area.)
- **Foster long-term, mutually beneficial partnerships**
  - Invest in multi-year partnerships with mission-aligned businesses, not just one-time partnerships limited to chapter meetings.
  - Highlight sponsor impact stories to demonstrate shared DEI achievements in your next newsletter or on social media.
- **Create Accessible Sponsorship Opportunities**
  - Consider tiered sponsorship levels/offerings to be more inclusive and reduce financial barriers for small or emerging businesses or provide in-kind sponsorship opportunities.

- **Resources**

- [National LGBT Chamber of Commerce Directory](#)
- [Buy Black](#) - Black-owned business directory
- [WEConnect International](#) – Women-owned supplier networks
- [Diversity Resources](#) Case Study: Corporate Sponsorship DEI: Lessons from Indy Pride

## Professional Development Resources

Chapter leaders can continue their DEI journey and learn about specific topics for their own professional development, continued competence goals, and support members on their own DEI journeys. The knowledge gained and insights are crucial in the healthcare and foodservice settings and help to improve leadership and management skills that amplify the importance of the credential.

This section provides best practices and resources for chapter leaders continuing education and training to incorporate into their day-to-day positions as well as chapter leaders.

- **Professional Development Best Practices**

- **Provide annual training for chapter leaders and volunteers.**
  - Chapter leaders can expand their knowledge on topics such as bias awareness, inclusive decision-making, and culturally responsive leadership through annual training.
- **Incorporate DEI modules into new-board-member orientation.**
  - Chapters can include resources from this toolkit, ANFP's website, as well as our online courses as part of their orientation and training.
- **Keep up with the latest.**
  - DEI strategies, practices, and application are constantly changing. Seek out DEI focused organizations or institutes that provide education, up to date newsletters/communications, and social media postings.

- **Resources**

- ANFP DEI Online Courses & Webinars - Marketplace & ANFPtv
- [Coursea](#) - DEI & Belonging Courses
- [edX: Inclusive Leadership Certificate](#)
- [LinkedIn](#) - Professional networking and education
- [The Diversity Movement](#)
- [American Association for Access, Equity, and Diversity](#)
- [Society for Experimental Education](#)

## Additional Tools and Resources

Below are additional tools and resources to build your and your members' knowledge, understanding, and awareness of specific topics related to bias, belonging, culture, & community.

- **BCC Definitions & Inclusive Language Guides**

- [American Psychological Association](#) - Inclusive Language Guides
- [GLAAD Glossary of Terms: LGBTQ](#)
- [The Communications Network](#) - Definitions of Race & Ethnicity
- [LGBTQ Nation](#) - List of Pronouns
- [Cornell University](#) - DEI Glossary

- [United Nations](#) - Diversity, Equity and Inclusion
- [Civility Partners](#) - Offensive Terms to Avoid
  
- **Bias Understanding & Awareness**
  - [American Society on Aging](#) - Understanding Bias
  - [National Association of College and University Business Officers](#) - Understanding and Overcoming Bias
  - [National Center for Cultural Competence](#) - Tackling Bias
  - [Harvard University](#) - Implicit Association Test
  - [University of Oregon](#) - Implicit Bias Awareness: Resources and Activities
  - [Harvard University](#) - Understanding Unconscious Bias
  
- **Understanding Psychological Safety & Belonging**
  - [Harvard Business Review](#) - What is Psychological Safety (Video)
  - [Simon Sinek Psychological Safety](#) (Video)
  - [APA - Psychological Safety at Work](#) & [APA Infographic](#)
  - [Center for Creative Leadership](#) - How to Build Psychological Safety at Work
  - Google [re:Work Framework](#)
  - [Berkeley's Othering & Belonging Institute](#)
  - [The Diversity Movement](#) - Workplace Belonging
  - [Diversity Resources](#) - Understanding Diversity, Equity, Inclusion, and Belonging
  
- **Intersectionality in Leadership**
  - Kimberlé Crenshaw's - [The Urgency of Intersectionality](#)
  - [Gender Equality Network](#) - How Does Intersectionality Affect Women in Leadership?
  - [World Economic Forum](#) - 5 Ways Intersectionality Affects Diversity and Inclusion at Work
  - [The University of Western Ontario \(CREVAWC\) - Intersectionality Wheel](#)