

**336<sup>th</sup> Annual Sessions  
Philadelphia Yearly Meeting  
July 27 – 31, 2016  
Muhlenberg College, Allentown, PA  
Saturday, July 30, 2016 – Morning Session**

Worship

The 336<sup>th</sup> Annual Sessions of Philadelphia Yearly Meeting of the Religious Society of Friends reconvened Saturday morning in Seegers Union Building of Muhlenberg College, Allentown, PA. The announced theme of our 2016 Sessions is “Be Transformed!” At the appointed hour of 9:30 am we settled into brief Meeting for Worship, welcomed by Clerk Penny Colgan-Davis, (Germantown MM).

Welcome and Introductions

At about 10 am, the Presiding Clerk greeted us, and introduced herself and others at the clerks’ tables: Alternate Clerk Alison Anderson (Central Philadelphia MM), Alternate Clerk Tom Hoopes (Valley MM), Alternate Clerk Amy Kietzman (Central Philadelphia MM), General Secretary Christie Duncan-Tessmer (Chestnut Hill MM), Co- Recording Clerk Marty Smith (Moorestown MM), Co- Recording Clerk Erika Juran (Harrisburg MM), and Becky Tallarico, speech-to-text provider.

Visitors included Susan Taylor (Tallahassee MM), bringing greetings from Southeast Yearly Meeting, Theresa Burger (Chestnut Hill MM attendee), and Gloria Thompson (Manhattan MM), FWCC Northeast regional representative, as well as a member of the FWCC Executive Committee.

First-time visitors included Jim Verna (Norristown MM), Deb and Jim Hale (Gwynedd MM), Marian Mosely (Germantown MM attendee), Paul Dexter, (West Philadelphia Preparative Meeting attendee), Melissa Morano (Wrightstown MM), Ian Song (Middletown MM), Doreen Velnich (Frankford MM), Laura Lonson (Frankford MM attendee), and Crystal Kay (Richland MM).

The Presiding Clerk then welcomed Young Adult Friend Eric Peterson to read the day’s Epistle, “quite possibly the first ever Epistle compiled from social media and written statements, during quite possibly the first ever Quaker Party” held on June 17-18, 2016 at 15 Rutherford Place in New York City. Participants went to social media, compiled moments and things captured their attention, and, from these tidbits, they wrote an Epistle.

Melanie Douty-Snipes (Fallinsgton MM) and Jonathan Snipes (Fallinston MM) led us in singing *If I Had a Hammer*.

Alternate Clerk Amy Kietzman shared that just after she was born in 1952, in 1954, the Young Adult Friends began the work together to mend the rift between the Hicksite and Orthodox. To the alternate clerk, this was a reminder of how important Young Adult Friends are to our yearly meeting. The Presiding Clerk also added: “and how they might also lead us.” The Presiding Clerk introduced the change of agenda to maintain the energy and focus from the previous night, and then introduced Richie Schulz and Vanessa Julye (Central Philadelphia MM). The Presiding Clerk also welcomed Young Friends, mentioning that it was noted that she did not call on Friends younger than age 40 during the previous night, acknowledging this as true, and then apologizing.

### Anti-Racism Work

Vanessa Julye began by leading us through an exercise. She asked Friends to envision the blessed community 20 years from now, asking Friends to consider what the PYM community looks like and how it might need to change for this to happen, and then to share this vision in turn with a neighbor.

Community Engagement Fellow for PYM, Richie Schulz continued, that as we are talking about transformation, the “Continuum on Becoming an Anti-Racist Multicultural Institution” might help us find a way forward. He then shared two different kinds of organizational values that can either lead us into white supremacy or out into a more multicultural antiracist organization: 1. Either/or thinking/binary thinking, which includes secrecy and lack of transparency, leading to inequity, or transformational organizational values that include abundance and inclusion. Vanessa and Richie read aloud the “Continuum...,” which is attached.

Vanessa invited Friends to consider where PYM fits in the “Continuum...,” noting there are times when organizations move back and forth, or between stages. She then asked who considers PYM a ‘five’ on the continuum (no responses), a ‘four’ (a few Friends stood), ‘three’ (approximately half the body stood), ‘two’ (a few Friends stood) and ‘one’ (no Friends stood).

A Friend of Color who is also a Young Friend asked why the term People of Color was used, and why not African-American, saying that she didn’t like the name and felt it referred too much to “colored people.” Vanessa thanked the Friend for speaking, noting her discomfort of the term, and then asked for questions to occur afterward. Vanessa then continued with Stage 1, referencing the “Facilitating Progress Through Stages of Multicultural Organizational Development Resource,” attached, and referenced important things to have for each stage. Richie and Vanessa took alternate turns reading each Stage’s strategic goals.

Vanessa again referred to the “Continuum...,” asking again if the work of Stage 1 has been done, and asked Friends to reconsider the stage we assessed PYM to be at. Friends’ responses included: Stage ‘six’ (0 responses), ‘five’ (several responses), ‘four’ (greater number of responses), ‘three’ (larger number of responses), ‘two’ (approximately the same number of responses), and ‘one’ (few responses). Vanessa noted the shift in responses.

Richie suggested that there was a bold line between Stages three and four, when transformational organizational values break from white supremacy values. He again read the 2015 query: “What are PYM Friends being called to do to end white supremacy in the Religious Society of Friends and beyond?” He suggested that the “Continuum...” might provide a way forward and it is at the heart of the Undoing Racism Group’s proposal. Much appreciation was expressed by the body for the “Continuum...” and the exercise.

Vanessa, aware of time, saw hands up for questions and invited Young Friends to have the floor at this moment. One Young Friend expressed her concern about the term “Friend of Color.” That term makes her sad, as many of her friends are African-American. Another Young Friend noted her opinion that racism spans all colors, so we should all talk about it, as it happens everywhere. Another Young Friend noted her concern about assumptions made of what race people are. Since she is Latino, and her sister is blonde, she is told that Puerto Rican/Hispanics are not blonde and this hurts deeply though she doesn’t show it. Another Young Friend noted that wording is very important and, as she is white, she knows she grew up with privilege and wants others to talk, knowing that incorrect wording can hurt people. Another Young Friend noted that per our query we would have to take proper precautions to end white supremacy and racism completely and asked for a show of hands of those Friends who feel they have been overshadowed? Some heads nodded in assent. He then suggested the need to have some of those Young Friends in the Undoing Racism Group (URG). Vanessa repeated that URG is open to every member and attender of PYM.

Lucy Duncan (Green Street MM) co-clerk of URG, invoked the Person of Color named Loretta Ross, the leader of a famous African-American sexual rights organization. Ross attended a feminist conference, with many white women in leadership whose priorities were set by white women. Ross came up with alternative agenda and priorities with African American and other Women of Color that wanted to join them and shape what was said. This term, Women of Color, was created to include them all, and they were able to bring their alternative agenda to the space. Noting that language changes and evolves, Vanessa said, when she was a little girl the term was Black Power, as a teenager African-American, now as an adult, the positivity of the word “Black” is considered. She prefers African-American, which shows ancestry, but considers that we may be at point for a language change and offered an invitation to Young Friends to join in this conversation.

Vanessa asked for cards to be handed out so Friends might write their vision for our blessed community. She likened the work of addressing racism to that of cleaning her home: things must get messy before they can get tidied up and that there can be no perfection. She noted struggles in the past in PYM, but that part of being in community is loving each other through the struggle. She hopes we can do this. She noted the request from URG for a structure change was work done after being asked and that there is a need for a space in the Religious Society of Friends that can be “both/and, collaborative, with abundance and transparency.”

Gabbreell James (Green Street MM) noted that she has served on Nominating Council and Implementation Committee as well as the Undoing Racism Group, asking Friends to trust. URG members slowly walked to joined Gabbreell at the dais. Many friends joined. The Presiding Clerk noted interest in the work of URG has grown tremendously due to last night's and this morning's presentation. Vanessa repeated URG's invitation to have more involvement from Friends and more joined Gabbreell at the dais. Gabbreell read the Sixth Query from Faith and Practice, “How does our meeting help to create and maintain a society whose institutions recognize and do away with the inequities rooted in patterns of prejudice and economic convenience? Is our meeting open to all regardless of race, ability, sexual orientation or class? What steps are we taking as a meeting to assure that our meeting and the committees and institutions under our care reflect our respect for all and are free from practices rooted in prejudice?”

Understanding that this work would take more than the 25 minutes remaining, the Presiding Clerk suggested there would be space held on Sunday morning agenda for URG and asked that those standing return to their seats so the body could proceed with its next piece of business: consideration of the revision of Faith and Practice. URG then invited friends to talk about any concerns at lunch. A number of URG members and other Friends remained standing after this request.

Alternate Clerk Alison Anderson then introduced Martha Bryans (Downingtown MM).

#### Faith and Practice Revision Group (FPRG) Report

The report was given by its clerk, Martha B. Bryans (Uwchlan MM at Downingtown) and was posted in advance and is attached. The group was charged to commit to paper our Faith and Practice and appointed to correct misstatements and bring the 2002 edition up to date. The FPRG clerk noted that we are still in transition and that the Spirit is at work among us. The FPRG clerk thanked members of the revision group, asked them to stand, five members introduced themselves, with three other members mentioned by name who are no longer serving.

The FPRG clerk reviewed major changes via a PowerPoint presentation. She noted that the

new version is intentionally very general regarding our new structure, referring Friends instead to PYM's website, [pym.org](http://pym.org), for specific information about a structure that should be dynamic and responsive.

The FPRG clerk repeated our 2015 query on racism, and noted that almost every paragraph was rewritten, with welcoming and inclusive language. They reduced hierarchical language, omitted "shoulds" and included a member of URG from the beginning.

In section VI, 105 extracts were replaced and new extracts were solicited to fill perceived gaps. Authors were contemporary, People of Color, women, young people, and noted that some of our authors were among us here today. One year ago, a draft was presented and received many comments. This year, a draft was posted online for comment. The most recent draft of July 15, 2016 saw the inclusion of several minor additions including the Track Society in section V, green burials in sections V and VII, III, and our 2015 query on racism. Once accepted, the draft will go to a successor group for publication as a paper and e-book.

The FPRG clerk thanked individuals and monthly meetings for their attention to this project; including giving feedback, and noted that half of our monthly meetings have participated in some way. Thanks as well go to PYM for including this topic on the agenda at each annual session since 2009 and for workshops at this year's sessions.

The committee hopes that Friends will be ready to accept this new edition of Faith and Practice, and is confident that this process necessarily will be undertaken again in the not too distant future. When that time arises, the committee encourages Friends to say "yes" to the invitation to serve as a "revisionist." It has been a labor of love and growth for all.

The Presiding Clerk asked: "Are Friends willing to accept the current revision with a little time for changes before its publication?" Martha noted that FPRG will welcome and consider suggested changes in the next two weeks. The Presiding Clerk again asked Friends are willing to accept the revision. The body was not united about approving the revision. Penny asked what is stopping those in opposition from accepting the revision, understanding that we have time to make changes. A co-clerk of URG noted that the current PYM structure is a work-in-progress, we all approved it and that Faith in Practice is not complete but we're ready to approve.

The Presiding Clerk clarified that the approval in question is for Faith and Practice, not the URG proposal and that this has been a seven-year revision process. She then asked if Friends were easy for us to close discussion, hoping for unity the next morning.

One Friend thanked the FPRG clerk and committee, and asked how, between now and publication, can the body give feedback? The FPRG clerk suggested a few ways, including meeting together, and sharing contact information.

As the children were now about to come in, the Presiding Clerk did not take any more questions.

Young people and adults reporting back

Amy Duckett Wagner and Jonathan Snipes led us in singing “If I had a Hammer” with the youth. We then received updates from each children and youth group.

The Fisher group told us that they made new friends, shared stuff about themselves, made a community agreement, talked about what makes our Light shine, and shared some of these. They also did a rhythm circle. The Fells looked at different hats and thought about what it would be like to wear them, played outdoor games, resolved a conflict about being inside or outside, and decided it was more important to all be together, so we found a solution that we all liked. Middle School Friends said that the group talked about undoing racism and our experiences, and that people might be unaware around racism or doing it. They held worship sharing, did crafts, and some of them went to workshops with adults and came back and shared information with the larger group.

Young Friends considered what we know about indigenous people, held a business meeting, and shared their support of the 2015 query.

The Presiding Clerk addressed the children, saying that we adults are in the midst of conflict during discernment about how we want to change. We’re acknowledging our feelings, we know it will take time, but we won’t give up. You were trying to solve a conflict, what did you do? What changes do we need to do? We’re learning a lot.

PYM Staff member Tricia Coscia (Yardley MM) read announcements. The Presiding Clerk thanked Friends for our hard, courageous work of this morning and adjourned, intending to reconvene later that evening.

In Service,

Recording Clerk, Erika Juran (Harrisburg MM)  
Recording Clerk, Marty Smith (Moorestown MM)  
Presiding Clerk, Penny Colgan-Davis (Germantown MM)

## CONTINUUM ON BECOMING AN ANTI-RACIST MULTICULTURAL INSTITUTION

MONOCULTURAL -----MULTICULTURAL -----ANTI-RACIST-----ANTI-RACIST MULTICULTURAL					
<i>Racial and Cultural Differences seen as Deficits</i>		<i>Tolerant of Racial and Cultural Differences</i>		<i>Racial and Cultural Differences seen as Assets</i>	
1. <u>EXCLUSIVE</u> A SEGREGATED INSTITUTION	2. <u>PASSIVE</u> A 'CLUB' INSTITUTION	3. <u>SYMBOLIC CHANGE</u> A MULTICULTURAL INSTITUTION	4. <u>IDENTITY CHANGE</u> AN ANTI-RACIST INSTITUTION	5. <u>STRUCTURAL CHANGE</u> A TRANSFORMING INSTITUTION	6. <u>FULLY INCLUSIVE</u> A TRANSFORMED INSTITUTION IN A TRANSFORMED SOCIETY
<p>Intentionally and publicly excludes or segregates African Americans, Latinos, and Asian Americans</p> <p>Intentionally and publicly enforces the racist status quo throughout institution</p> <p>Institutionalization of racism includes formal policies and practices, teachings, and decision making on all levels</p> <p>Usually has similar intentional policies and practices toward other socially oppressed groups such as women, disables, elderly and children, lesbian and gays, Third World citizens, etc.</p>	<p>Tolerant of a limited number of People of Color with "proper" perspective and credentials</p> <p>May still secretly limit or exclude People of Color in contradiction to public policies</p> <p>Continues to intentionally maintain white power and privilege through its formal policies and practices, teachings, and decision-making on all levels of institutional life</p> <p>Often declares "we don't have a problem."</p>	<p>Makes official policy pronouncements regarding multicultural diversity</p> <p>Sees itself as "non-racist" institution with open doors to People of Color</p> <p>Carries out intentional inclusive efforts, recruiting "someone of color" on committees or office staff</p> <p>Expanding view of diversity includes other socially oppressed groups such as women, disabled, elderly and children, lesbian and gays, third World citizens, etc.</p> <p style="text-align: center;"><b>BUT...</b></p> <p>"Not those who make waves"</p> <p>Little or no contextual change in culture, policies, and decision-making</p> <p>Is still relatively unaware of continuing patterns, privilege, paternalism and control.</p>	<p>Growing understanding of racism as barrier to effective diversity</p> <p>Develops analysis of systemic racism</p> <p>Sponsors a program of anti-racism training</p> <p>New consciousness of institutionalizes white power and privilege</p> <p>Develops intentional identity as an "anti-racist institution"</p> <p>Begins to develop accountability to racially oppressed communities</p> <p>Increasing commitment to dismantle racism and eliminate inherent white advantage</p> <p style="text-align: center;"><b>BUT...</b></p> <p>Institutional structures and culture that maintain white power and privilege still intact and relatively untouched</p>	<p>Commits to process of intentional institutional restructuring, based upon anti-racist analysis and identity</p> <p>Audits and restructures all aspects of institutional life to ensure full participation of People of Color, including their world-view, culture and lifestyles</p> <p>Implements structures, policies and practices with inclusive decision-making and other forms of power sharing on all levels of the institution's life and work</p> <p>Commits to struggle to dismantle racism in the wider community, and builds clear lines of accountability to racially oppressed communities</p> <p>Anti-racist multicultural diversity becomes an institutionalized asset</p> <p>Redefines and rebuilds all relationships and activities in society, based on anti-racist commitments</p>	<p>Future vision of an institution and wider community that has overcome systemic racism</p> <p>Institution's life reflects full participation and shared power with diverse racial, cultural, and economic groups in determining its mission, structure, constituency, policies and practices</p> <p>Full participation in decisions that shape the institution, and inclusion of diverse cultures, lifestyles, and interests</p> <p>A sense of restored community and mutual caring</p> <p>Allies with others in combating all forms of social oppressing</p>

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# Facilitating Progress Through the Stages of Multicultural Organization Development\*

**Directions:** Start at the MCOD Stage you have chosen that best reflects the current state of your organization. Review the Strategic Actions and use the following symbols:

- Already in place (check-off ✓)
- In the planning stages (star \*)
- Next steps (dash -)

\*Then review the Stages before and after using the same symbols.

## Stage 1: The Exclusionary Organization ~ MONOCULTURAL

**Strategic Actions:** The goal is to assess the current state, increase safety, decrease exclusionary and discriminatory practices, and make environment far less dangerous for the physical and psychological well-being of members.

- Engage in coalition building ~ develop relationships with other change agents across identity groups
  - \* Build a shared understanding of the current exclusionary practices and oppressive behaviors
  - \* Identify the negative impact of the status quo on members of the organization and the reputation of the institution
  - \* Collectively strategize next steps
- Identify the self-interest of the top leaders to make changes in status quo
- Gather data about impact of status quo on items of self-interest to top leaders
- Develop ways to “put a face” on the negative impact of the status quo and to make the pattern of the offenses well known within the organization, and possibly regionally and nationally
- Identify any internals and external demands, “levers for change” to shift the status quo (i.e., recent bias incidents, increase number of grievances, current or potential law suits, drop in revenue/number of clients, drop in customer service, increase in complaints, decreased reputation in community, perceptions of state legislators, alumni, regional corporations, local communities; change in national priorities)
- Increase visibility of leaders reinforcing their commitment to create a safe, inclusive organizational environment
- Identify and communicate clear expectations and boundaries for appropriate behavior and clear responses for inappropriate behavior\* (Jackson & Hardiman)
- Create structures to ensure all organizational members understand the rules for expected behavior in the organization and the consequences of exclusionary actions, negligence, etc.
- Ensure that all leaders, managers, and staff participate in required related trainings,



- including sexual harassment training, grievance procedures, etc.
- Continually monitor and report on efforts and outcomes to create greater safety for all groups in the organization.
- Gather data from peer institutions: best practices and benchmarks
- Build internal networks across the institution: Human Resources, Legal advisers, EEO/AA, Ombuds, union leaders, Board members, employee resource groups, etc.
- Build networks and partnerships with institutions and agencies in the community, community leaders, grassroots change agents, etc.
- Strategize how to influence top leaders through existing relationships and emerging relationships: identify those who are important to involve and assess their level of commitment to creating a safe, inclusive organization
- Identify and work to resolve gaps in current mission/values statements, and policies and reporting procedures (i.e., non-discrimination policy, hate crimes policy, sexual harassment policies/procedures, bias reporting protocol, personnel grievances, etc.)

## **Stage 2: “The Club” ~ MONOCULTURAL**

***Strategic Actions: Goals ~ To continue to eliminate discrimination and harassment within the organization and institutionalize policies and practices to increase the safety of all organizational members. To begin to assess the current state and create the infrastructure to implement strategies to (a) create an inclusive work environment and (b) successfully recruit, retain and promote leaders, managers and staff who demonstrate the skills and competencies to work effectively within a diverse organization and provide services to an increasingly diverse client population. Increase visibility of top leader commitment.***

- Continue and enhance work on all of the Strategic Actions in Stage 1, Exclusionary Organization.
- Create an Inclusion Change Team: Secure top leader support to form an Institutional Inclusion Change Team.
- Form the Change Team ~ Ensure that the membership represents a diagonal slice of the organization. Adjust members’ work load, as needed, to allow their full participation.
- Team development of Inclusion Change Team. Accelerate the skill and group development of the Change Team through retreats, in-depth diversity/inclusion training, and authentic dialogue among members.
- Initial Assessment: Conduct a comprehensive Cultural Audit (including clients, staff, managers, administrators, members of the local community) including climate assessment, data on recruitment, retention, promotion, development and career pathing, performance ratings, demographics by job position and salary, grievances and hate crimes, assignments of stretch opportunities, infusion of diversity into professional development/training activities and client services and programs, etc.

- Feedback Session: Compile the data and conduct a Feedback Session with top leaders to diagnose results of Cultural Audit and discuss ways to ameliorate the exclusion and disparities that exists in the organization (internally and externally).
- Examples of actions that could result from the Feedback Session:
  - » Assess the current policies, procedures, services, programs, and practices; identify Discretionary Points where bias could enter these processes and create negative differential treatment of clients, staff, managers, and administrators.
  - » Focus on influencing future recruiting efforts to hire leaders and mid-level managers with a demonstrated commitment and track record for creating inclusive, socially just organizational environments.
  - » Revise, as needed, organizational mission, values statement, and Human Resources policies to address issues of inclusion and social justice.
  - » Increase organizational-wide and division/department diversity awareness programs and workshops.
  - » Create a Mentoring Program for staff, managers and administrators from subordinated groups.
  - » Increase resources for programs and services that promote the adjustment, retention, engagement, and success of subordinated groups, including support centers, employee orientation programs, mentoring, employee resource groups, professional development programs/retreats, etc.
- Leadership Team Development: Work with the top leaders to increase their capacity to demonstrate effective leadership of this Inclusion Initiative.
- Continue building coalitions
  - » Form relationships with state and local legislators and other influence figures
  - » Build coalitions among subordinated groups within organization
- Continue to gather relevant data that supports organizational change efforts
  - » Stay current on external demand for peer institutions to provide culturally competent service to a broader range of community members, and to hire/retain staff who demonstrate the skills to live and work effectively in increasingly diverse work environments and communities

### **Stage 3: The Compliance Organization ~ NON-DISCRIMINATING**

***Strategic Actions: Goals ~ To build and implement a data-based Strategic Plan; increase the numbers of staff, managers, and administrators from subordinated groups; create structures to ensure they are welcomed and embraced within the organization and local community.***

- Continue to collect, analyze, and compare comprehensive data on climate, recruitment, retention, promotions, professional development opportunities, costs of status quo, etc.
- Deepen cultural competencies of Institutional Inclusion Change Team to include MCOB theory, organizational change models, strategies to engage resistance, etc.

- Top leaders and Institutional Inclusion Change Team develop a long-term Inclusion Strategic Plan; Measures of Success identified and communicated widely
- Clarify and communicate clear expectations for the quality of client programs and services, and the quality of workplace climate for all staff, managers, and administrators
- Identify cultural competencies expected of all administrators, managers and staff
- Revise performance system to hold people accountable for demonstrating these cultural competencies in their daily work activities
- Implement a comprehensive training and development initiative to increase the cultural competence of all administrators, managers, and staff
- Create meaningful dialogue among top leaders and members of subordinated groups and key allies
- Create a “Reverse Mentoring” Program for top leaders and selected other key managers ~ match each leader/manager with a subordinated group member ~ goal of mentoring program is to both increase cultural competencies of leaders/managers and increase the organizational success of subordinated group members
- Continue development and training of Leadership Team to increase depth of commitment and consistent demonstration of cultural competencies
- Integrate cultural competencies into Human Resources programs and all other training sessions
- Form Diversity/Inclusion Committees in departments/divisions that are linked to the Institutional Diversity/Inclusion Change Team
- Examine and revise policies, practices, and structures to include the goals of inclusion and cultural competencies expected of administrators, managers, and staff (i.e., job descriptions, department/division mission statements, decision-making processes, protocol to respond to grievances, hate crimes and sexual assaults, performance evaluations, reward structures, marketing materials, recruiting practices, hiring practices, promotional processes, career development processes, etc.)
- Require Diversity/Inclusion Plans from all leaders and managers that identify measurable strategies to meet Diversity Goals and organizational mission/values
- Implement a Mentoring Program for staff
- Create meaningful opportunities for members of subordinated groups to meet/connect
- Create developmental opportunities for members of dominant groups to examine their privilege, the dominant culture, and explore their role in partnering to create change
- Require all Search Committees to participate in a Diversity/Inclusion workshop designed to eliminate discriminatory practices and increase the hiring of candidates who demonstrate core cultural competencies
- Examine and revise, as needed, all on-boarding and orientation/training programs of staff, managers, and administrators to address issues of inclusion
- Stay current on efforts of peer institutions and other organizations
- Develop productive networks with other community leaders; meet quarterly to

review current plans and progress towards goals; give/receive feedback on plans for next steps

#### **Stage 4: The Affirming Organization ~ NON-DISCRIMINATING**

***Strategic Actions: Goals ~ To continue to enhance the safety of all groups, and increase the numbers of subordinated group members within the organization. Increase attention to access and strategies to ensure success for all staff, managers and administrators. Increase skill and competencies of staff, managers and administrators to create programs, services, and processes to increase engagement and culturally competent services to the increasingly diverse client population.***

- Annual review by top leaders of Inclusion Plans from all leaders and managers within organization
- Share best practices across institution
- Reward system and processes developed and implemented for champions and areas that make significant progress towards Inclusion Goals
- Top leaders review institutional-wide reports on recruitment, retention, development, career pathing, and promotions every 6 months
- 6-month reviews by each top leader of Inclusion Plans from managers in their areas
- Hold public community forums to gather feedback from clients and community leaders on current services and input for changes
- Train leaders and managers to identify the “discretionary points” in policies, practices, and unwritten rules where bias and prejudice could result in negative differential impact and exclusion
- Develop the internal capacity of select staff, managers, and administrators to effectively use a “Diversity Lens” in day-to-day activities ~ Diversity Practitioners
- Develop a group of Internal Trainers/Coaches who can facilitate diversity awareness and skill sessions across the organization
- Conduct Cultural Audits for individual departments and divisions
- Conduct Feedback Sessions with leaders, managers, and staff to diagnose data from Cultural Audits of their area
- Charge existing or develop a Task Force to work directly with leader to address issues raised in department/division Cultural Audits
- Train all staff, managers, and administrators how to integrate diversity and inclusion into their day-to-day activities
- Create structures that reward employees who provide exceptional culturally competent service to clients
- Integrate issues of inclusion into all educational programs and marketing efforts; ensure materials are accessible for English language learners across literacy levels
- Sponsor Dialogue Groups to facilitate authentic dialogue and understanding among members of dominant and subordinated groups
- Stay current on efforts of peer institutions and other organizations
- Create networks with other community organizations
- Establish official Community Liaisons with key subordinated group communities

- Partner with community civic, and business leaders and other agencies to create a comprehensive welcome program for new employees who relocate to the area, and to provide jobs for their spouses/significant others/partners
- Partner with community, civic, and business leaders to assess the current climate in the community for members of subordinated groups, and work collaboratively to improve the quality of life overall, the educational systems for children, etc.
- Develop partnerships with other organizations/agencies who provide related services and/or serve similar client populations; explore ways to increase quality and efficiency of services/programs by sharing resources, collaborating, seeking grants/funding, etc.

## **Stage 5: The Redefining Organization ~ MULTICULTURAL**

***Strategic Actions: Goals ~ To engage the entire organization and local community in a new kind of open dialogue about what it means to create and maintain the new, inclusive organization. To continually innovate, try new strategies, assess impact, and redesign programs, policies, and practices as needed.***

- New norms of the Inclusive Organization are communicated widely
- Revise performance and reward systems, orientation/on-boarding, and development/training programs to highlight key skills and competencies that support the new norms and inclusive culture
- Annual analysis and revision of all policies, practices and procedures to eliminate any unintended differential impact and exclusion
- Create structures to ensure that a “Diversity Lens” is actively engaged in all planning and decision-making processes across the institution
- Continue to influence all recruiting efforts of leaders, managers, and staff to ensure they demonstrate commitment and success in creating and maintaining inclusive organizations for all
- Continually evaluate effectiveness of community outreach efforts and partnership initiatives, and enhance as needed

## **Stage 6: The Multicultural Organization ~ MULTICULTURAL**

***Strategic Actions: Goals ~ To continually reassess current state and organizational needs, and change as needed to ensure social justice throughout organization.***

- Implement Continuous Improvement strategies
- Initiate regional efforts to share best practices, increase inclusion in all regional institutions
- Partner with local and state government leaders
- Stay current on efforts of peer institutions and other organizations
- Conduct regular, comprehensive Cultural Audits
- Revise policies, practices, and norms as needed to maximize inclusion
- Continue to influence all recruiting efforts of leaders, managers, and staff to ensure they demonstrate commitment and success in creating and maintaining inclusive organizations for all

### **\*Sources for MCOD Theory and Stage Model:**

Jackson, B. W. (2006). Theory and practice of multicultural organization development. In Jones, B. & Brazzel, M. (Eds.), *The NTL Handbook of Organization Development and Change* (pps. 139-154). Arlington, VA: NTL Institute.

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Developed by Kathy Obear, Ed. D., [kathy@drkathyobear.com](mailto:kathy@drkathyobear.com) in collaboration with Bailey W. Jackson, Ed. D., Social Justice Education, University of Massachusetts-Amherst, [bailey.jackson@educ.umass.edu](mailto:bailey.jackson@educ.umass.edu)



## **Faith and Practice Revision Group**

### **Report to Philadelphia Yearly Meeting of the Religious Society of Friends**

The **Faith and Practice Revision Group** is pleased to release the proposed new edition of *Faith and Practice of Philadelphia Yearly Meeting* to the yearly meeting for its consideration. This constitutes the second reading and is presented for acceptance. It is our hope that a great upwelling of creativity will ensue as Friends explore the new book in groups and as individuals throughout the yearly meeting. We learned in the revision process that many Friends, new and old, are unfamiliar with our current book. Perhaps the publication of the new edition will inspire, for example, a sprint group to collect the various ways that meetings encounter the book.

The revision group deeply appreciates the many suggestions, comments, responses that Friends throughout the yearly meeting have shared with us over the past 7 years. Since annual sessions last year, we have received feedback on the draft that was then under consideration. The revision group addressed all of the suggestions and incorporated a great many in the draft posted April 30, 2016. In the past three months, several omissions have been brought to our attention; we have rectified that in the document posted and dated June 30, 2016. The revision group believes that the proposed new edition has been greatly improved by the participation of many Friends.

We ask that Friends accept the new edition and turn attention to publishing and using the new book.

#### **Remaining Tasks for the Current Revision Group:**

- Complete "Biographical Notes of Authors"
- Secure permission to include remaining new extracts
- Prepare detailed report on the process of revision for future revisionists
- Request that the current revision group be laid down

#### **Additional Steps to Completion by a Successor Group or Individual:**

- Prepare index and proofread; design layout
- Print paperback version and post online downloadable searchable version
- Plan for distribution and promote usage among Friends

#### **Working Group (Originally appointed in 2009)**

Annette Benert (Lehigh Valley MM, Bucks QM)  
Joan Broadfield (Chester MM, Chester QM)  
Martha Bryans (Uwchlan MM, Caln QM), Clerk  
Howard Cell (Germantown MM, Philadelphia QM)  
Sallie Jones (Birmingham MM, Concord QM)  
Bill Smith (Moorestown MM, Haddonfield QM)

If you have questions about this report, please contact:  
Martha B. Bryans, Clerk of Faith and Practice Revision Group  
[mbryans26@verizon.net](mailto:mbryans26@verizon.net)



Faith & Practice Revision Group

# Report to Annual Sessions

Saturday, July 30, 2016

# Faith & Practice Revision Group

Annette Benert (Lehigh Valley MM, Bucks QM)

Joan Broadfield (Chester MM, Chester QM)

Martha Bryans (Uwchlan (Downingtown) MM, Caln QM)

Howard Cell (Germantown MM, Philadelphia Quarter)

Sallie Jones (Birmingham MM, Concord Quarter)

Bill Smith (Moorestown MM, Haddonfield QM)

Contact: Martha Bryans, Clerk

mbryans26@verizon.net 610-995-0488

# Timetable to Completion

- The “first reading” of the draft occurred last year
- Over the past twelve months, comments from Friends were considered and many incorporated
- Section VI “Extracts from the Writings of Friends” was completed
- The revised draft was posted on April 30, 2016
- A final draft, posted July 15, incorporated a few omissions
- “Second reading for acceptance” – July 30, 2016

# Major Changes Found in the New Edition

- The first 50 pages give a concise description of Quakerism and Philadelphia Yearly Meeting, suitable for new and seasoned Friends
- Contemporary voices added to Extracts
- New structure of PYM referenced
- “Shoulds” largely eliminated
- Inclusion of a new section on procedures and processes
- Inclusion of a new section on other resources
- Expanded listing of Friends organizations with websites
- Definition of terms included in text rather than separate glossary

# Tasks for the Current Revision Group:

- Complete “Biographical Notes of Authors”
- Secure permission to include remaining new extracts
- Prepare detailed report on the process of revision for future revisionists
- Request that the current revision group be laid down

# Additional Steps to Completion by a Successor Group or Individual

- Prepare index and proofread; design layout
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Thank you!