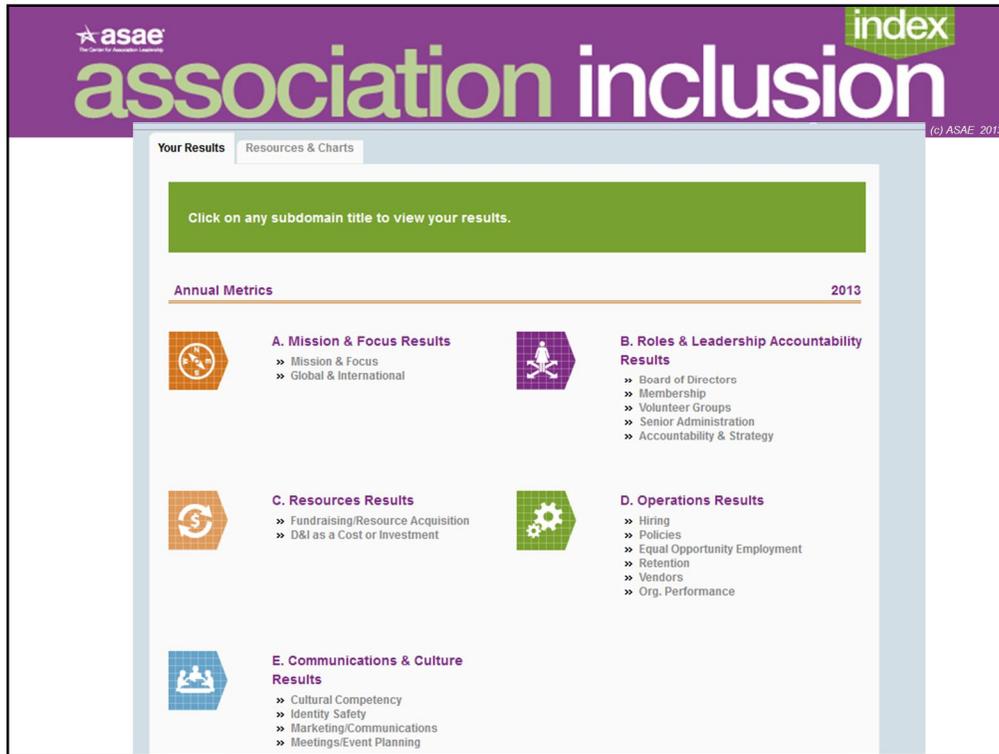


## ASAE Analysis for **MSAE** DOMAIN + SUB DOMAIN RESULTS

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This is a screen shot of your Results home page.

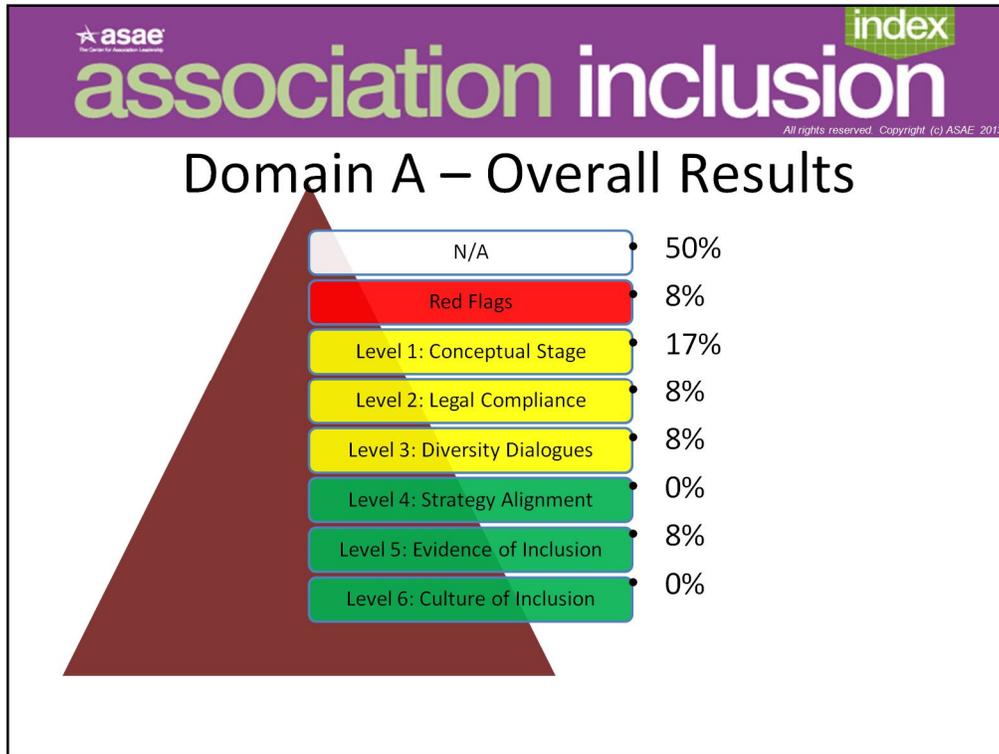
Notice 2 tabs – (1) Your Index results at the *subdomain-level* and (2) Resource Lists and non-custom PwPt slide deck of your results at the *domain level*.

This special slide deck shows you your results at both the subdomain and domain levels.

## Domain A

### Mission & Focus

*Let's take a look at your results...*



As brief background, Domains A – E contain about 80 total multiple choice questions. Each question is based on a D+I benchmark expectation statement about diversity and inclusion policies, principles, and practices. Each answer choice falls into one of 6 levels of inclusive practice.

This slide shows your overall results in Domain A. It is meant to be a dashboard indication of how your responses fall into each of the 6 expectation levels.

Overall, your answer choices indicate a more dominant Level 1 lens – Conceptual Stage - across 6 expectation levels in diversity and inclusion. Specifically, your answer choices reveal that MSAE is in the process of framing policies, practices, and procedures within the association.

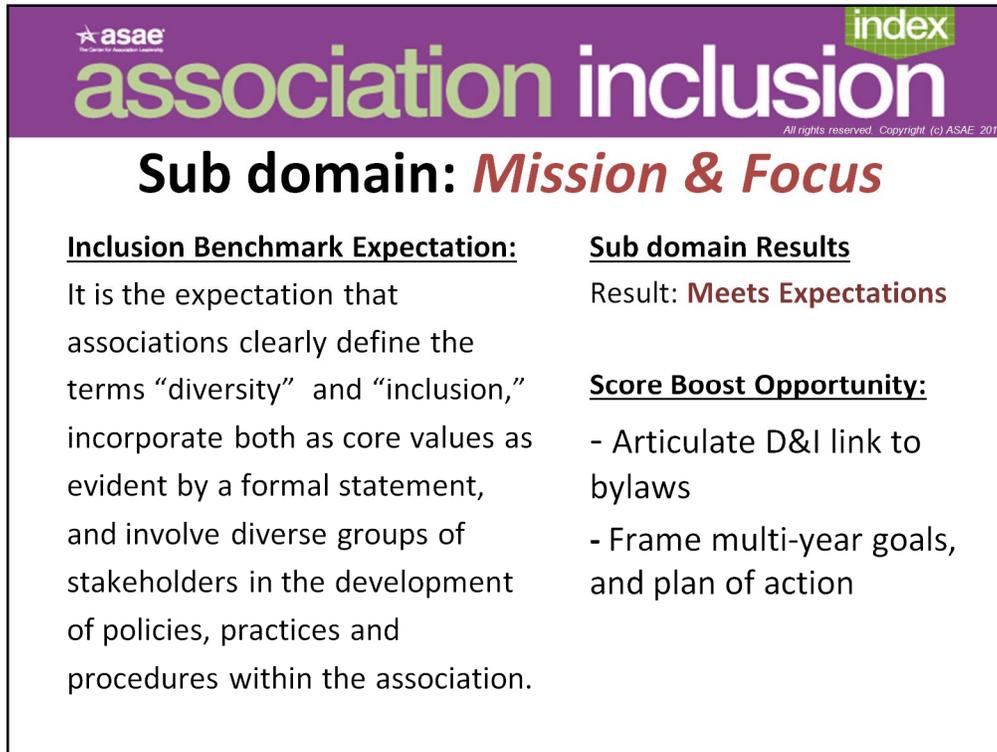
Let's take a closer look at your results...

## Domain A

### Results for the Sub Domains:

1. Mission & Focus – *Meets Expectations*
2. Global & International – *Not Applicable*

*Let's drill deeper...*



The graphic features a purple header with the ASAE logo (a star and the text 'asae The Center for Association Leadership') on the left and the word 'index' in a green box on the right. Below the header, the words 'association inclusion' are written in large, bold, white and green letters. At the bottom right of the header, it says 'All rights reserved. Copyright (c) ASAE 2013'. The main content is in a white box with a black border. It has a subdomain title 'Sub domain: *Mission & Focus*' in bold black and red text. Below this, there are two columns of text. The left column is under the heading 'Inclusion Benchmark Expectation:' and describes the expectation for formal statements and stakeholder involvement. The right column is under 'Sub domain Results' and 'Score Boost Opportunity:', showing a 'Meets Expectations' result and two bullet points for improvement: articulating a D&I link to bylaws and framing multi-year goals and a plan of action.

**Sub domain: *Mission & Focus***

**Inclusion Benchmark Expectation:**  
 It is the expectation that associations clearly define the terms “diversity” and “inclusion,” incorporate both as core values as evident by a formal statement, and involve diverse groups of stakeholders in the development of policies, practices and procedures within the association.

**Sub domain Results**  
 Result: **Meets Expectations**

**Score Boost Opportunity:**

- Articulate D&I link to bylaws
- Frame multi-year goals, and plan of action

Your answer choices reveal a view of diversity and inclusion (D&I) as “the right thing to do,” which is benchmark Level 1: Conceptual Stage of the Inclusion Index.

To shift from Meets to Exceeds Expectations in this subdomain, we recommend:

1. Articulate the link between your bylaws and D&I. Contact ASAE for models and samples.
2. Frame multi-year D&I goals and objectives.

Complete these 2 steps and your results in this subdomain will shift from *Meets Expectations* to *Exceeds Expectations*.

More importantly, MSAE members will see the evolution of your D&I commitment from an important concept to a concrete plan.

   
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**Sub domain: *Global & International***

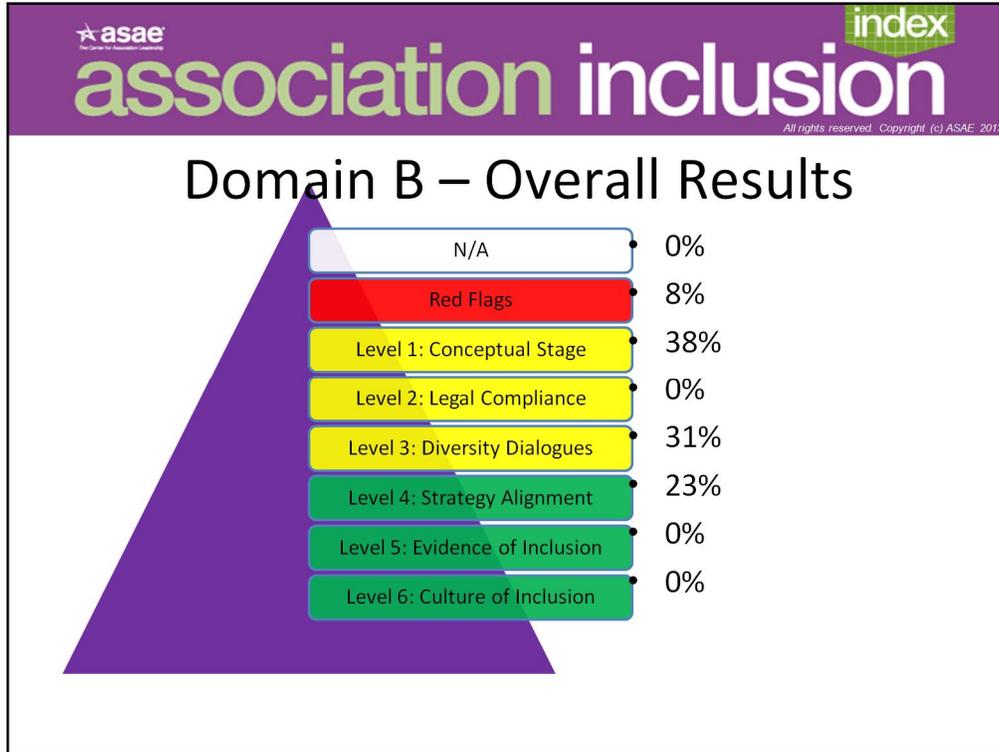
<p><b><u>Inclusion Benchmark</u></b></p> <p><b><u>Expectation:</u></b></p> <p>It is the expectation that associations engaging in global or international activities have a formal process for research and training on cultural competence standards of the area(s) within which it conducts business.</p>	<p><b><u>Your Sub domain Results</u></b></p> <p>Result: <b>Not Applicable</b></p> <p><b><u>Score Boost Opportunity:</u></b></p> <ul style="list-style-type: none"><li>- Articulate link between D&amp;I competencies and needs to execute your Global Professional Organization strategy</li></ul>
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Your answer choices indicate this domain is not relevant to your organization.

## Domain B

### Roles & Leadership Accountability

*Let's take a look at your results...*



In this domain, most of your answer choices indicate evidence of Levels 3 and 4 – Diversity Dialogues and Strategy Alignment. You indicated that all of the questions apply to your organization, so Red Flags may indicate a few unrealized opportunities or areas in need of improvement.

Let's drill deeper...

## Domain B

### Results for the Sub Domains:

1. Board of Directors – *Meets Expectations*
2. Membership – *Needs Improvement*
3. Volunteer Groups – *Meets Expectations*
4. Senior Administration – *Meets Expectations*
5. Accountability & Strategy – *Meets Expectations*

*Let's drill deeper...*

index

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**Sub domain: *Board of Directors***

<p><b><u>Inclusion Benchmark Expectation:</u></b></p> <p>It is the expectation that the association's highest governing <u>board of directors</u> has created a role for itself in supporting diversity and inclusion and sharing in the accountability for its outcomes.</p>	<p><b><u>Sub domain Results</u></b></p> <p>Result: <b>Needs Improvement</b></p> <p><b><u>Score Boost Opportunity:</u></b></p> <p>- Articulate role of the Board in supporting D+I</p>
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To move beyond *Needs Improvement* in this sub-domain, we recommend:

1. Articulate governance-level opportunities in D+I that support the organization's vision and mission.
2. Articulate the proactive role the Board could play in supporting Senior Administration in achieving D+I progress.
3. What is the Board's role in promoting D+I among volunteer groups and the general membership? Define visible opportunities for Board leadership (e.g. Annual meeting, Volunteer Orientation, Board application, etc)

  
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**index**

Sub domain: *Membership*

<p><b><u>Inclusion Benchmark</u></b></p> <p><b><u>Expectation:</u></b></p> <p>It is the expectation that the association's <u>general membership</u> has created a role for itself in supporting diversity and inclusion and sharing in the accountability for its outcomes.</p>	<p><b><u>Sub domain Results</u></b></p> <p>Result: <b>Needs Improvement</b></p> <p><b><u>Score Boost Opportunity:</u></b></p> <p>- Frame the role of the membership in your D+I agenda. What do you want them to know, discuss, do, and/or support?</p>
--	--

Similar to many Inclusion Index users, your results indicate a need to frame the role of non-volunteer leaders in supporting your D&I commitment.

This may seem like a daunting challenge given the diversity of roles and interests of your membership. So, here is 1 action that can help turn the tide:

1. Identify 2 opportunities per year for the CEO and Board Chair to communicate D&I-related plans or practices to the general membership. Include a call to action in each communication. What simple things can members do to be helpful (e.g. attend conference sessions on D&I, spread the word about \_\_\_\_\_, etc.? Give them a role in your success and they'll start to see the connections between D&I and organizational action.

Completing this action will support the shift your Inclusion Index subdomain results from *Needs Improvement* to *Meets Expectations*.

The graphic features a purple header with the ASAE logo (The Center for Association Leadership) on the left and the word 'index' in a green box on the right. Below this, the words 'association inclusion' are written in large, bold, white and green letters. A small copyright notice 'All rights reserved. Copyright (c) ASAE 2013' is visible in the bottom right of the header. The main content area is white with a black border. It is titled 'Sub domain: *Volunteer Groups*' in purple. Below the title, there are two columns of text. The left column is under the heading 'Inclusion Benchmark Expectation:' and describes the expectation for formal volunteer councils and committees. The right column is under the heading 'Sub domain Results' and shows the result 'Meets Expectations'. Below that, under 'Score Boost Opportunity:', it provides a prompt to frame the role of volunteer groups in the D+I agenda.

**association inclusion** index

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**Sub domain: *Volunteer Groups***

**Inclusion Benchmark Expectation:**  
It is the expectation that the association’s formal volunteer councils and committees have a role in supporting diversity and inclusion and sharing in the accountability for its outcomes.

**Sub domain Results**  
Result: **Meets Expectations**

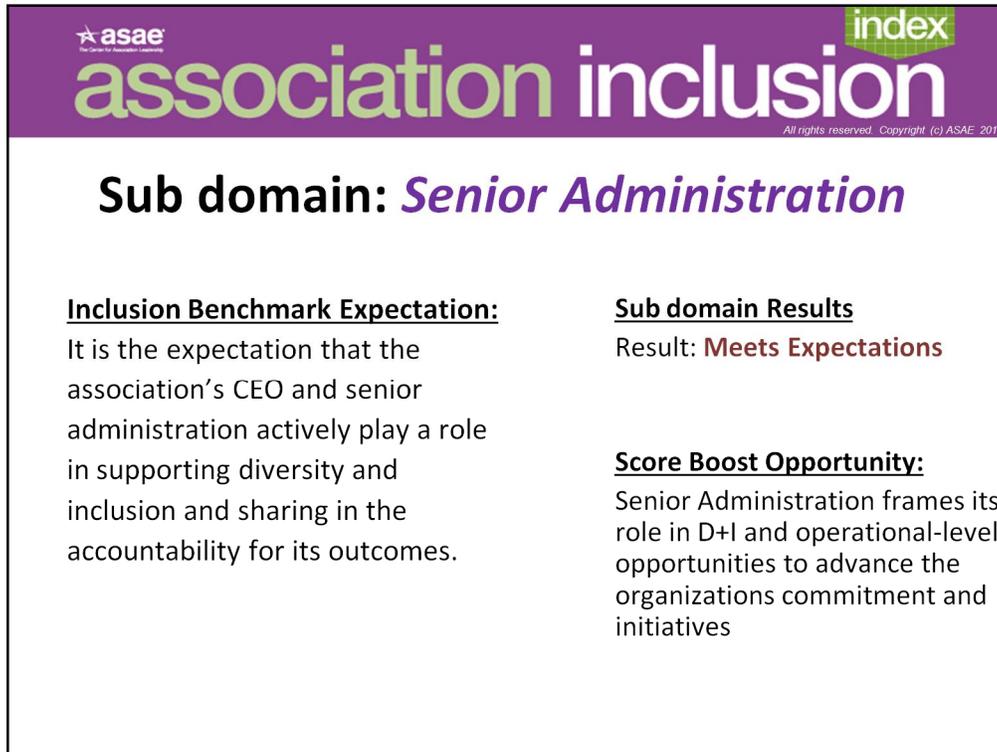
**Score Boost Opportunity:**  
Frame the role of volunteer groups in your D+I agenda. What do you want them to know, discuss, do, and/or support?

Similar to many Inclusion Index users, your results indicate a need to frame the role of volunteer groups in supporting MSAE’s D&I commitment.

This may seem like a daunting challenge given the diversity of roles and interests of your volunteer groups. So, here are 3 actions that can help:

1. Mention D&I goals, plans, and/or principles in your Call for Volunteers. Avoid placing that mention at the bottom of the page, if possible. Contact ASAE for models and samples.
2. Communicate the connection between Volunteer Committee/Council position descriptions and D&I goals, plans, and/or principles. Avoid placing that mention at the bottom of the page, if possible. Contact ASAE for models and samples.
3. Identify 2 opportunities per year for the CEO and Board Chair to communicate D&I-related plans or practices to volunteer leaders. Include a call to action in each communication. What simple things can volunteer chairs and vice chairs do to be helpful (e.g. attend conference sessions on D&I, spread the word about \_\_\_\_\_, etc.? Give them a role in your success and they’ll start to see the connections between D&I and organizational action.

Completing this action will shift your Inclusion Index subdomain results from *Meets Expectations* to *Exceeds Expectations*.



The image shows a report card header for the ASAE Inclusion Index. The header is purple with the ASAE logo and 'index' in a green box. The main title is 'association inclusion' in white and green. Below the header, the subdomain is 'Senior Administration'. The report card is divided into two columns: 'Inclusion Benchmark Expectation' and 'Sub domain Results'. The 'Inclusion Benchmark Expectation' describes the role of the CEO and senior administration. The 'Sub domain Results' shows a 'Meets Expectations' result. A 'Score Boost Opportunity' section provides suggestions for improvement.

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**Sub domain: *Senior Administration***

**Inclusion Benchmark Expectation:**  
 It is the expectation that the association’s CEO and senior administration actively play a role in supporting diversity and inclusion and sharing in the accountability for its outcomes.

**Sub domain Results**  
 Result: **Meets Expectations**

**Score Boost Opportunity:**  
 Senior Administration frames its role in D+I and operational-level opportunities to advance the organizations commitment and initiatives

Similar to many Inclusion Index users, your results indicate evidence of Senior Administration supporting MSAE’s D&I commitment. Congrats!

The role seems to center on individual behavior more than facilitating collective organizational action, hence the *Meets Expectations* result.

Here are 2 recommended actions:

1. Engage a group of senior-level leaders in framing D&I strategic goals and short-term plans. Recall this gap in the Mission and Focus subdomain.
2. Identify 2 times per year for the CEO to check in with senior staff on any D&I needs and/or opportunities they see at this time. That way, CEO shows an interest in senior staff scouting for D&I opportunities and also shows support for them collectively playing a role in framing D&I objectives.

Completing both actions will shift your Inclusion Index subdomain results from *Meets Expectations* to *Exceeds Expectations*.



  
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**Sub domain: *Strategy & Accountability***

<p><b><u>Inclusion Benchmark Expectation:</u></b>  It is the expectation that the association incorporates action in diversity and inclusion as part of its strategic planning processes and decision-making practices.</p> <p>Best practice is to also create an infrastructure that rewards shared accountability for D&amp;I outcomes.</p>	<p><b><u>Sub domain Results</u></b>  Result: <b>Meets Expectations</b></p> <p><b><u>Score Boost Opportunity:</u></b>  --Determine the connection between D&amp;I and MSAE's strategic plan  --Frame multi-year D+I goals  --Frame communications strategy/calendar for communicating D&amp;I updates</p>
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Your results in this subdomain reflect your greatest opportunity to advance D&I.

Here are 3 recommended actions:

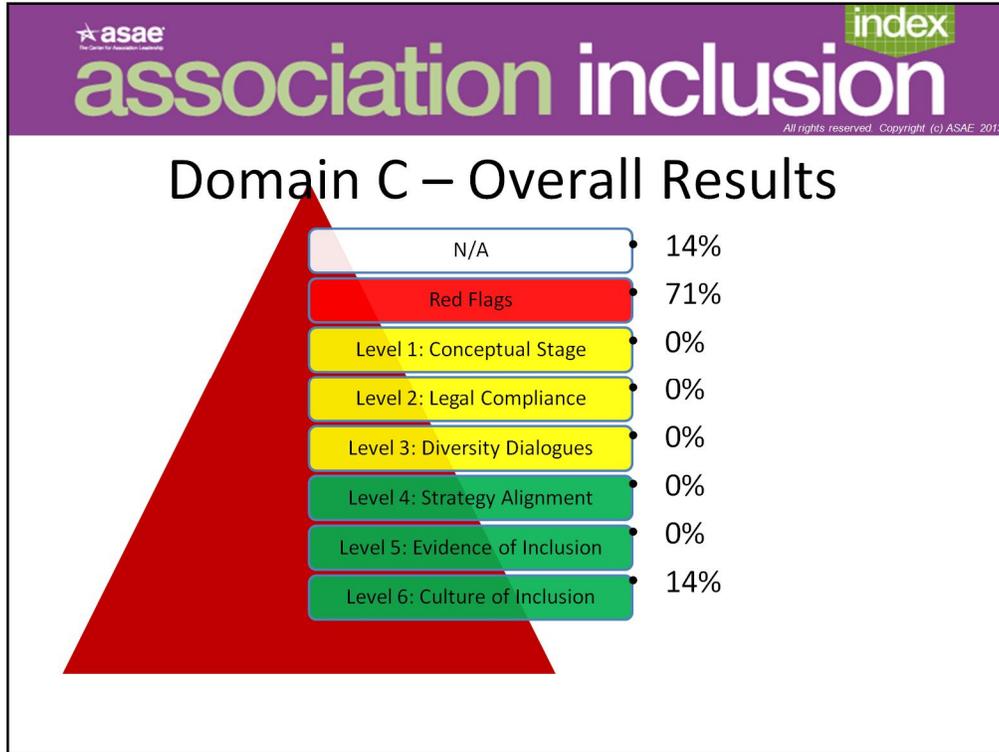
1. Articulate your multi-year D+I goals. Recall this gap in the Mission and Focus subdomain.
2. Identify 2 times per year for the CEO to check in with senior staff on any D+I needs and/or opportunities they see at this time. That way, CEO shows an interest in senior staff scouting for D&I opportunities and also shows support for them collectively playing a role in framing D&I objectives.
3. Communicate your D+I statement, strategy to your members and acknowledge the individuals who've helped shape and shepherd this part of your journey thus far.

Completing these actions will shift your Inclusion Index subdomain results from *Meets Expectations* to *Exceeds Expectations*.

## Domain C

### Resources

*Let's take a look at your results...*



In this Domain, your answer choices indicate a Culture of Inclusion and some Red Flags, which indicate unrealized opportunities or areas in need of improvement.

Let's take a closer look at each subdomain...

## Domain C

### Results for the Sub Domains:

1. Fundraising/Resource Acquisition – *Needs Improvement*
2. D+I as Cost or Investment – *Meets Expectations*

*Let's drill deeper...*



  
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**Sub domain:**

***Fundraising/Resource Acquisition***

<p><b><u>Inclusion Benchmark Expectation:</u></b>          It is the expectation that external funding is sought to support diversity and inclusion activities. If the association has a foundation, then it is also expected that diversity and inclusion are integrated into the fundraising strategy and subsequent outreach efforts.</p>	<p><b><u>Sub domain Results</u></b>          Result: <b>Needs Improvement</b></p> <p><b><u>Score Boost Opportunity:</u></b>          --Frame multi-year D&amp;I strategic goals for use in resource acquisition</p> <p>--Articulate D&amp;I funding priorities and case to support MSAE's commitment</p>
--	--

Your results in this subdomain reflect your 2<sup>nd</sup> greatest opportunity for advancing D&I.

Here are 2 recommended actions:

1. Frame the case for support based on MSAE's strategic plan and your D&I goals
  
2. Identify D&I champion organizations to add to your prospect list -- Check out Diversity Inc, D5 Philanthropy, and Diversity Journal for a list of corporations and foundations that support D&I capacity building and programs. Then use LinkedIn to connect one-on-one with their D&I program officer or leaders.

Completing both actions with staff support will shift your opportunities to connect with new orgs that support D&I without tapping member resources.



  
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**Sub domain:**

***D+I as a Cost or Investment***

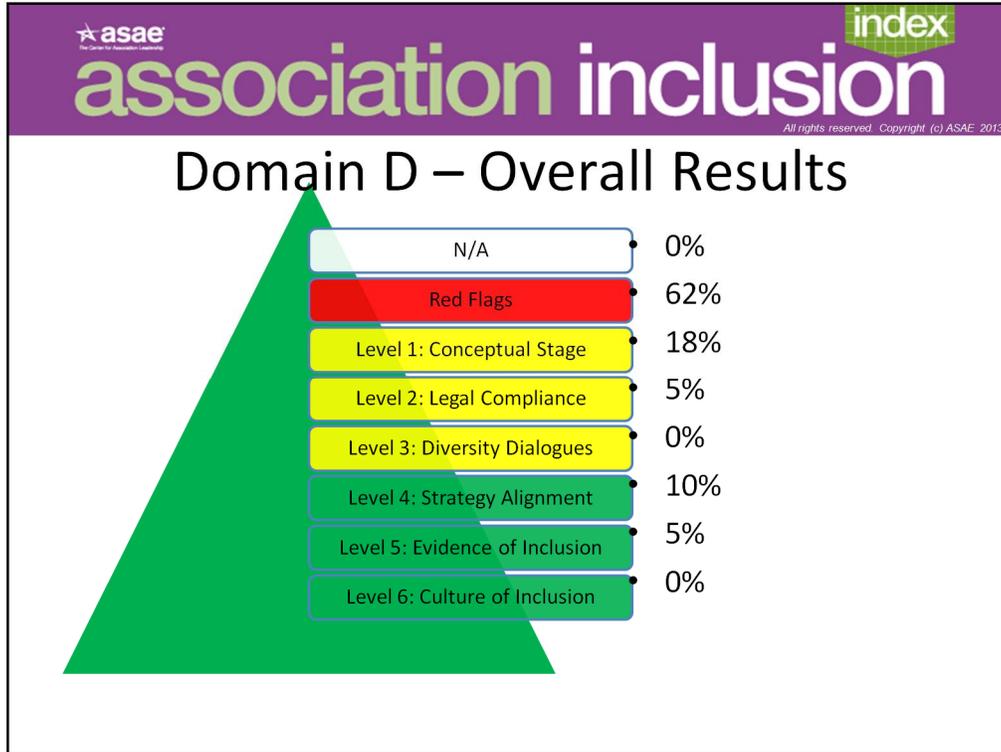
<p><b><u>Inclusion Benchmark Expectation:</u></b>          It is the expectation that the association views D&amp;I as a key “investment” that will lead the association to greater success. Therefore, resources (i.e. time, talent, treasure) are specifically dedicated to various D&amp;I activities.</p>	<p><b><u>Sub domain Results</u></b>          Result: <b>Meets Expectations</b></p> <p><b><u>Score Boost Opportunity:</u></b>          --N/A</p>
---	---

We recommend focusing your time and resources in other domains instead of here.

## Domain D

### Operations

*Let's take a look at your results...*



In this Domain, your answer choices indicate a mix of evidence of a Conceptual Stage and Strategy Alignment. You told us that all of the questions apply to your organization, so Red Flags may indicate unrealized opportunities or areas in need of improvement.

## Domain D

### Results for the Sub Domains:

1. Hiring – *Needs Improvement*
2. Policies – *Exceeds Expectations*
3. Equal Opportunity Employment – *Exceeds Expectations*
4. Retention – *Needs Improvement*
5. Vendors – *Needs Improvement*
6. Org. Performance – *Needs Improvement*

*Let's drill deeper...*



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## Sub domain: *Hiring*

<p><b><u>Inclusion Benchmark Expectation:</u></b>          It is the expectation that the association uses a variety of D &amp; I practices when hiring for staff positions. Specifically, the association's employment materials are reviewed to ensure compliance with EEO regulations; the applicant selection team includes diverse representation, the association clearly articulates D &amp; I in the offer letter and job description; steps in the hiring process highlight how D &amp; I are linked to the association's mission, vision, and goals.</p>	<p><b><u>Sub domain Results</u></b>          Result: <b>Needs Improvement</b></p> <p><b><u>Score Boost Opportunity:</u></b>          --Communicate information concerning how D&amp;I aligns with mission, vision, and goals</p> <p>--Add your D+I commitment into the job description and offer letter as a reminder of the welcoming environment that person is joining. Remind folks - It's safe to be you here.</p> <p>--Incorporate D&amp;I expectations throughout all of your hiring policies and procedures</p>
--	---

Your results in this sub domain reflect a number of opportunities to incorporate more than EEO requirements into your hiring processes and documents.

Here are 3 recommended actions:

1. Reference D+I commitment in job position announcements and description
2. Incorporate D+I messages into hiring pools (i.e. job boards that reach a more diverse pool of applicants), policies, and procedures
3. Put D+I commitment into the offer letter as a reminder of the welcoming environment that person is joining. Remind folks - It's safe to be you here.

These 3 actions will boost your results from *Needs Improvement* to *Meets Expectations*.

## Sub domain: *Policies*

### Inclusion Benchmark

#### Expectation:

It is the expectation that the association's human resource policies and activities contribute to creating and maintaining a diverse talent pool and safe association climate.

### Sub domain Results

Result: **Exceeds Expectations**

### Score Boost Opportunity:

N/A

## Sub domain:

### *Equal Employment Opportunity*

**Inclusion Benchmark Expectation:**

It is the expectation that the association utilize best practices in the area of compliance with EEO, Title IX, ADA compliance and other state and federal laws to reduce discrimination. These practices include: posting EEO policies and procedures so they are readily available for any employee to read; having a formal policy that protects the interests of identity groups who are not protected under existing Equal Employment law; a formal grievance procedure; and a general harassment policy.

**Sub domain Results**

Result: **Exceeds Expectations**

**Score Boost Opportunity:**

N/A




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## Sub domain: *Retention*

**Inclusion Benchmark Expectation:**  
It is the expectation that the association provides professional development (e.g. mentoring, coaching) retention activities aimed at addressing specific needs of members from diverse identity groups. Also, it is the expectation that the association offers training in a variety of topics associated with D&I to increase the knowledge, skills, and attitudes of individuals seeking to contribute to the mission of the association.

**Sub domain Results**  
Result: **Needs Improvement**

**Score Boost Opportunity:**  
--**Frame D+I learning strategy** and offer professional development accordingly. Connect to results in Domain A

The recommended action on the slide will shift your subdomain results from *Needs Improvement* to *Exceeds Expectations*.

You do not need to have a diverse staff to prepare MSAE to be an effective D&I operating environment and training ground.

Please also see Identity Safety subdomain results (PwPt slide #34) for any relevant connections.



**Sub domain:**  
*Vendors*

<b><u>Inclusion Benchmark Expectation:</u></b>	<b><u>Sub domain Results</u></b>
It is the expectation that the association demonstrates best practice of having policies and procedures that ensure women- and/or minority-owned vendors and businesses are reflected in its portfolio of current and prospective suppliers and contractors.	Result: <b>Needs Improvement</b>
	<b><u>Score Boost Opportunity:</u></b>
	--N/A

Similar to most Inclusion Index users, supplier diversity is an area worth exploring.

Given your results in other domains, this subdomain is NOT one that I recommend focusing over the next 18-24 months.




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## Sub domain: *Org Performance*

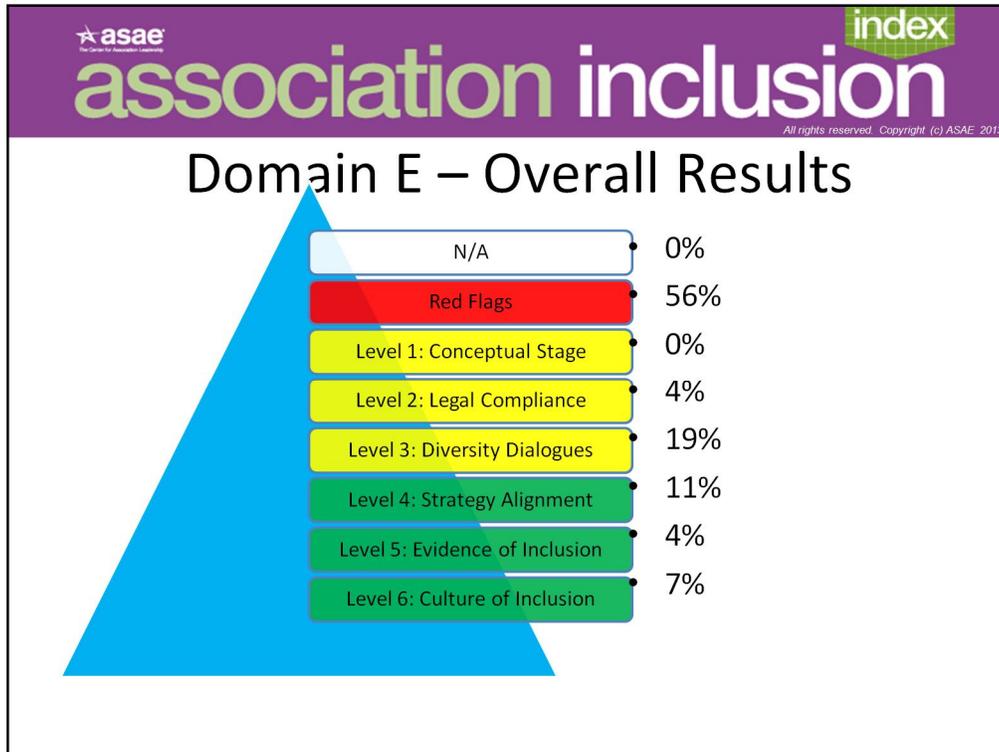
<p><b><u>Inclusion Benchmark Expectation:</u></b>          It is the expectation that the association can clearly articulate how D&amp;I has a positive impact on overall performance.</p>	<p><b><u>Sub domain Results</u></b>          Result: <b>Needs Improvement</b></p> <p><b><u>Score Boost Opportunity:</u></b>          -Improve Board diversity          -Strengthen link between MSAE's strategic plan and diversity and inclusion goals</p>
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As D+I goals are framed, and the role of the Board is clearly defined, revisit resource needs and capacity considerations so that there is shared ownership for connecting D+I agenda to overall org outcomes. Prevent D+I fatigue with distributed leadership.

## Domain E

### Communications & Culture

*Let's take a look at your results...*



In this Domain, your answer choices indicate more inclusive practices than diversity practices. You told us that all of the questions apply to your organization, so Red Flags may indicate unrealized opportunities or areas in need of improvement.

## Domain E

### Results for the Sub Domains:

1. Cultural Competency – *Meets Expectations*
2. Identity Safety – *Needs Improvement*
3. Marketing/Communications – *Needs Improvement*
4. Meetings & Event Planning – *Exceeds Expectations*

*Let's drill deeper...*



  
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**Sub domain:**  
*Cultural Competency*

<p><b><u>Inclusion Benchmark Expectation:</u></b>          It is the expectation that the association creates opportunities for improving collective and/or individual cultural competency.</p>	<p><b><u>Sub domain Results</u></b>          Result: <b>Meets Expectations</b></p> <p><b><u>Score Boost Opportunity:</u></b>  <b>Offer opportunities for Senior Administration</b> to learn about their own and other cultures and world views</p>
---	--

As D+I goals are framed, and shared ownership for connecting D+I agenda to overall org outcomes takes shape, offer opportunities for professional development in cultural competency skills.

Many organizations can point to the benefits of leadership skills in emotional intelligence and financial intelligence, but what about cultural intelligence? What might MSAE staff, members, and volunteers gain from ongoing opportunities to improve individual and collective cultural intelligence?

## Sub domain: *Identity Safety*

### Inclusion Benchmark Expectation:

It is the expectation that the association creates a safe organizational climate that respects the individual voices and contributions that having diversity brings to organizations.

### Sub domain Results

Result: **Meets Expectations**

### Score Boost Opportunity:

Your answer choice indicates identity is not viewed as a valuable resource. Consider connections between that sentiment and your results in attracting a diverse applicant pool or membership pool

See score boost opportunity in slide



  
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**Sub domain:**

*Marketing/Communications*

<p><b><u>Inclusion Benchmark Expectation:</u></b>  It is the expectation that the association’s communication strategies primarily reinforce D&amp;I thereby enhancing the association's commitment and reputation. Internal and external messages focus on imagery, compliance, and interpretation. Best practice is to use culturally appropriate key messages and/or language. Messages may be in other languages and/or run through ADA software.</p>	<p><b><u>Sub domain Results</u></b>  Result: <b>Needs Improvement</b></p> <p><b><u>Score Boost Opportunity:</u></b>  Frame the relationship between D+I goals and Communications strategy.</p> <p>Collaborate to develop a multicultural communications strategy and plan that goes beyond images of various demographic groups.</p>
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Your results in this subdomain reflect your 3<sup>rd</sup> greatest opportunity for advancing D+I.

To refresh memories, the other two opportunities were (1) Strategy & Accountability subdomain and (2) Mission and Focus domain.

As for Marketing/Communications, recall that the need to communicate your D&I journey appeared in Mission and Focus subdomain and throughout Domain C – Resources.

What’s your communications plan about D&I for the next 12-18 months? Which staff and volunteer leaders can help you frame your case and messages?

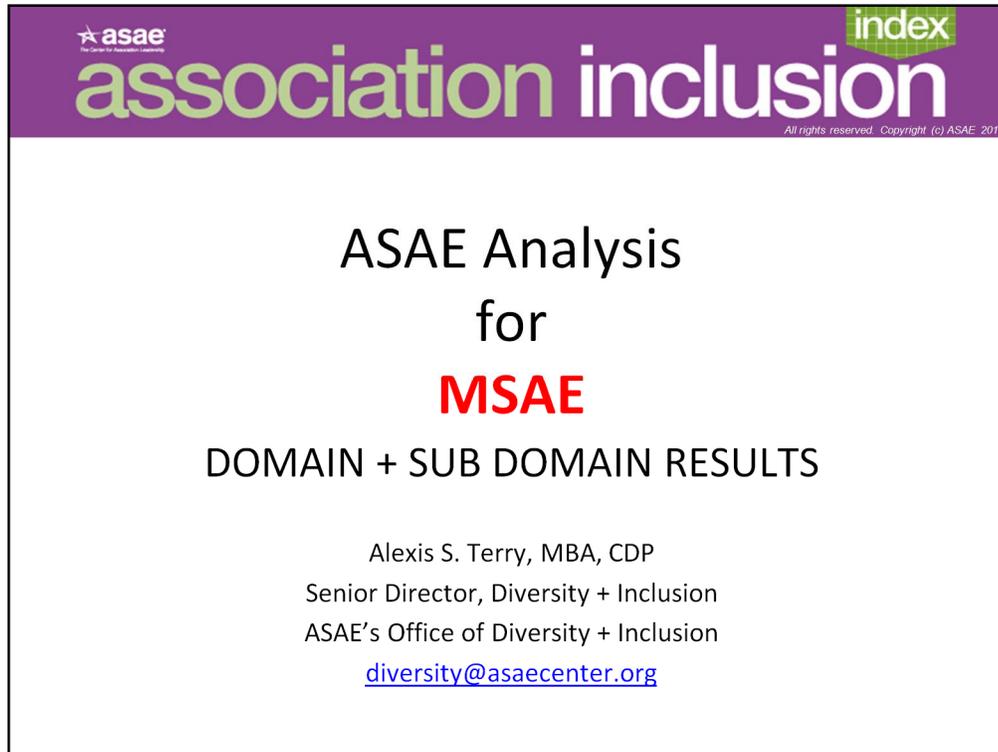
# association inclusion

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## Sub domain: *Meeting & Event Planning*

<p><b><u>Inclusion Benchmark Expectation:</u></b> It is the expectation that the association engages diverse identity groups in the decision making of planning and promoting its meetings and events (i.e., speakers, on site accommodations, meals, etc.).</p>	<p><b><u>Sub domain Results</u></b> Result: <b>Exceeds Expectations</b></p> <p><b><u>Score Boost Opportunity:</u></b> N/A</p>
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Your results in this subdomain are higher than most users of the Inclusion Index. Congrats!



Overall results indicate a solid foundation for D&I, plus some immediate next steps:

1. Frame multi-year D&I goals and their link to MSAE's overall strategic framework
2. Articulate D&I link to bylaws and identify Board-level opportunities for promoting D&I
3. Define your marketing and communications strategy to reach and engage a more diverse pool of job applicants (as appropriate), members, and volunteer leaders
4. Frame the role of volunteer leaders and members in supporting your D&I goals. What are key messages and impact areas that should be on their radar screens?
5. Articulate your learning strategy and approach to offering opportunities to increase cultural intelligence of your staff, board, volunteer leaders, and members. You don't have to have perfect diversity composition to have conversations about diversity and shaping an inclusive environment.

Celebrate your success and return to the Index in 12-18 months to measure and improve over time.

Congrats again on your results!