

Action: The Next Step Toward Achieving Diversity and Inclusivity in the U.S. Environmental Movement

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SUMMARY

This is the final chapter in the book *Diversity and the Future of the U.S. Environmental Movement*, which explores the reasons why diversity and inclusion are imperative for the future of the environmental movement in the United States. In this piece, the volume editor summarizes definitions and principles fundamental to diversity and inclusivity, explores reasons and tactics for creating an inclusive organization and movement, drawing on the work of several authors who have studied the implications of diversity in organizations as well as personal experiences. She also offers suggestions on how to take appropriate diversification action, applicable to various organizations and disciplines.

KEY WORDS

Diversity, inclusivity, environmental movement, modeling, organizational psychology, business case, best practices

Diversity is a foundational concept for environmentalists. Conservation organizations protect biodiversity; river restoration specialists work to achieve diverse river systems; energy companies and countries diversify their energy portfolios; ecologists promote ecosystem diversity; foresters manage diverse species in diverse landscapes. We have known for centuries that diversity makes these systems stronger, more stable, and more resilient. And yet, environmentalists have never extended that same thinking about the value of diversity to the environmental movement itself.

To be fair, the idea that human diversity is important to the environmental movement is widely recognized, but the reasons why diversity is important – what value diversity adds to an organization or to the movement – are rarely articulated and poorly understood. Without a proper understanding of why we should encourage diversity, our commitment is merely rhetorical or, even worse, it results in inappropriate action that actually hinders diversification of the movement. It is my contention that if these problems continue to exist, the environmental movement in the U.S. will become ineffective as the country continues to become more diverse.¹

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WHY PHASE OUT EXCLUSION?

An organization's success is dependent on its ability to adapt to change and to overcome obstacles, old and new. How will an organization react when faced with a completely unfamiliar situation? If it is comprised of diverse individuals who have learned the value of collaborative efforts,

¹ According to the U.S. Census Bureau, in 2010 1 in every 3 people is projected to be non-white and by 2050, every 1 in 2.

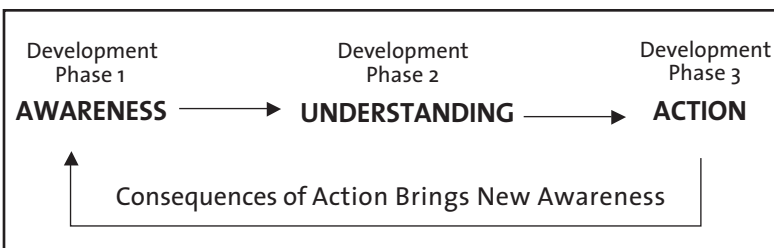
it will react energetically, adeptly, and successfully. The interaction among people from diverse backgrounds fosters analytical thinking and enhances problem-solving by improving the ability of organizations to see things from different angles. Increasing our ability to approach obstacles from multiple perspectives increases the chance that we will overcome them. This means that diversity and inclusion, if understood and implemented properly, will give strength to our organizations, our disciplines and our movement, resulting in a more functional and effective environmentalism.

THE TRANSITION FROM RHETORIC TO ACTION

In these concluding remarks, I first summarize definitions and principles fundamental to diversity and inclusivity. Second, I recap a few of the ideas presented in the preceding pages and include additional reasons and tactics for creating an inclusive organization and movement. Third, I draw on the work of several authors who have already made valuable contributions, in a number of different fields, to the study and promotion of diversity in organizations to make some suggestions on how to take action. My suggestions focus on ways to achieve the valuable diverse communities envisioned in this volume and include insights on how to better integrate diversity and inclusion into the three social systems considered in this book – environmental organizations, disciplinary fields and the U.S. environmental movement itself.

Education is key to moving past the development phase of awareness to the subsequent stages. My remarks are meant less as a conclusion than as an introduction to the next steps, gaining a new understanding of the importance of diversity and taking action, as illustrated in Figure 1.

Figure 1 Learning Process for Diversity Competency²



² Beale, Ruby and Cox, Taylor. 1997. *Understanding Competency for Managing Diversity*. San Francisco, CA. Berrett-Koehler: 5.

DEFINING DIVERSITY, VALUING DIVERSITY, CULTURAL COMPETENCY AND MANAGING DIVERSITY

In her 1995 book on implementing diversity in corporate organizations, *Implementing Diversity*, Marilyn Loden's identifies a fitting environmental analogy:

Like trees in a vast forest, humans come in a variety of sizes, shapes and colors. This variety helps to differentiate us. While we share the important dimension of humanness with all members of our species, there are biological and environmental differences that separate and distinguish us as individuals and groups. It is this vast array of physical and cultural differences that constitute the spectrum of human diversity.³

While recognizing that the types of diverse groups that need to be included are essentially limitless, there are some key dimensions this movement needs to focus on. These include people of various ages, ethnicities, socio-economic backgrounds, genders, physical abilities, races, sexual orientations, religions, educational and work experiences, and disciplinary expertise.

To guide successful diversity and inclusion processes, it is important to understand several common terms associated with diversity work. Table 1 presents definitions of key terms that should be understood in order to properly execute the steps necessary to progress through the developmental phases of diversifying our organizations and movement.

Table 1 Key Definitions

Term	Definition
Diversity⁴	A mix of people in one social system who have distinctly different, socially relevant group affiliations.
Inclusivity	A social system where perspectives from people of all backgrounds are equally considered, respected and incorporated into environmental decision making and all are involved in the challenge to improve the planet.

³ Loden, Marilyn. 1995. *Implementing Diversity*. McGraw-Hill: 14.

⁴ Cox, Taylor. 1993. *Cultural Diversity in Organizations: Theory, Research and Practice*. San Francisco, CA. Berrett-Koehler: 6.

Diversity Competency ⁵	A process of learning that leads to an ability to effectively respond to the challenges and opportunities posed by the presence of social-cultural diversity in a defined social system.
Valuing Diversity ⁶	A philosophy about how diversity affects organizational outcomes that holds that the presence of diversity represents a distinct organizational resource that, properly leveraged, can bring a competitive advantage against organizations that either are culturally homogenous or fail to successfully utilize their diversity.
Managing Diversity ⁷	Managing diversity consists of taking proactive steps to create and sustain an organizational climate in which the potential for diversity-related dynamics to hinder performance is minimized and the potential for diversity to enhance performance is maximized.

PRINCIPLES FUNDAMENTAL TO ACHIEVING INCLUSIVITY

In *Implementing Diversity*, Loden identifies the following beliefs as the basis for valuing diversity:

Belief #1: Valuing diversity requires long-term culture change.

Belief #2: Valuing diversity is good for people and good for business.

Belief #3: Valuing diversity implementation must be inclusive, not exclusive.

Belief #4: Valuing diversity benefits everyone.⁸

These beliefs are fundamental to achieving inclusive organizations and an inclusive movement. To understand the logic behind these beliefs it is necessary to first answer the tough questions and be comfortable with being uncomfortable: “Why is diversity important to me, my environmental organization and my movement?” One of the objectives of this volume is to provide the headspace for readers to ask

⁵ Beale, R. and Cox, T. Op. cit.: 2.

⁶ Ibid: 13.

⁷ Ibid: 13-14.

⁸ Loden, Op. cit. 62.

themselves these tough questions and construct personal perspectives on the topic. A second objective is that it will serve as a catalyst, inspiring more engaged thought and ultimately intelligent and appropriate action rooted in the appreciation of these beliefs.

The environmental movement is currently in the grip of groupthink – “a mode of thinking that people engage in when they are deeply involved in a cohesive in-group, when the members’ striving for unanimity overrides their motivation to realistically appraise alternative courses of action.”⁹ I would challenge those who count themselves members of this movement to break out of groupthink and engage with the ideas presented in this book despite the discomfort.

RATIONALES FOR DIVERSITY WORK

There are several rationales for increasing the diversity of our movement. First of all, there is strong evidence that diversity strengthens social systems (something I will return to later in my remarks). Taylor Cox and Ruby Beale offer basic moral and ethical arguments “such as fairness and upholding the dignity of every person,” as well as straightforward legal arguments, such as “honoring civil rights laws.” But in cases where creating successful social systems is the imperative, such moral imperatives have limited traction. I would argue, more practically, that diversity and inclusion are essential for the preservation of the movement, and that the reasons why so many U.S. businesses have sought to diversify both their workforce and their target audiences could be instructive for the environmental movement.

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While I tend to believe that more practical arguments will be the most compelling to diverse audiences as we strive to expand the movement, I recognize that having a wide variety of rationales enhances

⁹ Janis, Irving L. 1972. *Victims of Groupthink*. Boston. Houghton Mifflin: 9.

the overall justification for diversity work. In the context of this book it also enables meaningful connections that resonate with people interested in understanding an extensive set of reasons or those interested in understanding the value for a specific discipline or type of organization.

As the U.S. begins to realize our “demographic destiny,”¹⁰ it is apparent that this movement will soon have to reflect the national population or become increasingly ineffective at achieving our organizational missions.¹¹ Changing demographics are leading to an increase in minority constituency power as well as an increase in the financial influence of minority populations. Donor organizations, many of which environmental organizations rely on for funding, are increasingly considering diversity in their funding decisions. The Ford Foundation, for example, explains that “the opportunities that prospective grantee organizations provide for women and other disadvantaged groups are considered in evaluating proposals.”¹²

The changing demographics also have broad implications for the fiscal health of the movement in the future. The buying power of under-represented groups has increased considerably in recent years, suggesting that donor power is also increasing. Table 2 below quantifies buying power by race. Further, figures released by Out & Equal and market-research firms Witeck-Combs and Harris Interactive estimate that the Lesbian, Gay, Bisexual, and Transgender population segment (5 percent) had a buying power of \$641 billion in 2006 and are projected to reach \$1 trillion in 2012.¹³ These numbers signify more than an extension of the typical pool of potential donors; these people will also expand the group of consumers who are considering purchasing green products. Being inclusive in donor efforts and in the advertising of green products will both strengthen the financial foundations of the movement and increase the number of people invested in it.

¹⁰ “Demographic destiny” references reaching the projected demographic shifts in the population “which necessitate that organizations value diversity, since the majority of new entrants into the labor force will be women, people of color, and immigrants.” Loden op. cit: 91.

¹¹ For additional information on the demographic shifts in the U.S. see *Framing the Discussion* by this author and *Diversifying the American Environmental Movement* by Bonta and Jordan, this volume.

¹² Ford Foundation Webpage – Guidelines for Grant Seekers. <http://www.fordfound.org/about/guideline.cfm>. Accessed from the World Wide Web May 2007.

¹³ Out & Equal Press Release. <http://outandequal.org/news/headlines/PFLAG.asp>. Accessed on the World Wide Web May 2007.

Table 2 Buying Power by Race (\$ billions)¹⁴

	1990	2000	2006	2111
White	4,470.5	7,187.6	9,525.5	12,364.0
Non-Hispanic	4,058.7	6,698.3	8,727.2	11,184.9
Hispanic	211.9	489.4	798.3	1,180.0
Black	318.1	590.2	798.9	1,1071.7
American Indian	19.7	39.1	53.9	73.0
Asian	116.5	268.8	426.9	621.5
Multiracial	0.0	58.3	86.3	119.4

A BUSINESS CASE FOR DIVERSITY

Prior to graduate school, I worked as a corporate environmental consultant for a Woman Owned Business (WBE), Kearns & West Inc. in San Francisco. At Kearns & West, creating a diverse and inclusive community was a top priority. Their achievements in this area strengthened the organization, generating profitable and efficient connections, strategies and deliverables from teams that included people from different backgrounds, specializations and ideas. Additionally, the firm was able to gain a competitive advantage by being a WBE, often being awarded preferential points in state and national procurement processes.

The U.S. government and individual states encourage their agencies to contract Small Business Enterprises and WBE's, as well as Veteran Owned Businesses, Minority Owned Businesses and Disability Business Enterprises. Many governing bodies require that a certain percentage of their business be directed to these types of businesses annually. In some processes, these businesses receive points based on their status, which helps boost their scores as government agencies assess possible contractors. This allows for organizations owned by underrepresented groups to differentiate themselves from the field of competition.

It is evident that there are multiple ways for value to be added by engaging a diverse staff in corporate consulting, which is one of the reasons the corporate world is quickly diversifying.¹⁵ The same values

¹⁴ Humphreys, Jeffrey M. 2006. *The Multicultural Economy*, The University of Georgia, <http://www.selig.uga.edu/forecast/GBEC/GBEC063Q.pdf>. Georgia Business and Economic Conditions. Volume 66, Number 14 3. Third Quarter 2006. Accessed on the World Wide Web May 2007.

¹⁵ For additional information on the business case rationale for diversity, see Indifference to Cultural Inclusion: Not an Option in the Global Environmental Movement by Effenus Henderson, this volume. Additionally, A Personal View on the Importance and Imperative of Diversity Work by Felicia Marcus in this volume considers specifically how the business case applies to non-profit organizations.

can be obtained by environmental organizations that are looking for ways to strengthen their organizations and differentiate themselves as they bid for contracts, submit proposals for project funding and attract clients, members and/or funding.

EVIDENCE THAT DIVERSITY STRENGTHENS SOCIAL SYSTEMS

While many corporate organizations have been tracking diversity-related performance for years, there has been little empirically significant information produced considering diversity's impact on environmental organizations. Because of the lack of environmental organization related information, I'll now turn to a few authors who have made significant contributions to the literature on the organizational benefits of diversity in similar organizations.

Recently, Scott Page, a political scientist, published a dynamic addition to the diversity discussion, the book *The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools, and Societies*, which explains the procedure and results of his work modeling heterogeneous and homogeneous organizations. The results demonstrate that there is greater collective potential present in heterogeneous organizations than in homogeneous ones, providing quantifiable support for the anecdotal assertions that diversity is beneficial. The models convey the following core messages that provide support for the promotion of diversity, but only when diversity is implemented properly:

- 1) Diverse perspectives and tools enable collections of people to find more and better solutions and contribute to overall productivity;
- 2) Diverse predictive models enable crowds of people to predict values accurately.¹⁶

Page's work quantifying the benefits and costs of diversity is extremely helpful. First, it provides corroboration, connecting models and numbers with anecdotal evidence. Second, it provides another way to frame the discussion, making it less touchy-feely and more concrete. Finally, it provides insight about appropriate strategies for constructing strong organizations. He writes:

¹⁶ Page, Scott. 2007. *The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools, and Societies*. Princeton University Press: 13.

In choosing a team, admitting a class, or hiring employees, our concern should not be the average ability of the people hired, chosen or admitted. Our concerns should be collective performance, which depends as much on collective diversity as it does on individual ability.¹⁷

DEVELOPMENTAL STAGE MODELS

In her work, Marilyn Loden introduces the concept of a diversity adoption curve, spreading people across a spectrum of those ready for action and those resistant.¹⁸ She goes on to explain that “diverse segments require diverse strategies.”¹⁹ To be sensitive to this reality, there are many developmental stage models that can be used as guides when transitioning from a non-inclusive organization to one that is. One set of developmental stages that is especially relevant to the environmental movement is the Dismantling Racism spectrum.²⁰ The stages progress from an All-White Club, to a Token or Affirmative Action Organization, a Multi-Cultural Organization, and finally an Anti-Racist Organization. These stages are characterized below in Table 3.

Table 3 Dismantling Racism Transitional Stages²¹

Classification	Organizational Characteristics
The All-White Club	All-White Clubs are organizations that, without trying, find themselves with an all white organization. These are not groups that have intentionally excluded people of color. In fact, many times they have developed recruitment plans to get more people of color involved in their group. However, when people of color join the group, they are essentially asked to fit into the existing culture. Many leave after a frustrating period of trying to be heard.

¹⁷ Ibid.

¹⁸ Loden, *Op. cit.*: 40.

¹⁹ Ibid.: 59.

²⁰ Dismantling Racism is a model adapted by Kenneth Jones and Tema Okun based on work done by the Exchange Project of the Peace Development Fund, Grassroots Leadership's Barriers and Bridges program, and the original concept by Bailey Jackson and Rita Hardiman. The model is currently used by organizations nationwide. National Lawyers Guild Website. Anti-Racist Organizational Development. http://www.nlg.org/TUPOCC/Anti_Racist_Org_Assessment_part_1.doc. Accessed on the World Wide Web May 2007.

²¹ Ibid.

	<p>After years of trying, the Club cannot figure out why they do not have more people of color in their group; they begin to blame people of color for not being interested in the group’s important issue or work, or they just give up. They do not understand that without analyzing and changing the organizational culture, norms, and power relations, they will always be an All-White Club. While they are good people, they have no analysis of racism or of power relations and no accountability to people or communities of color.</p>
<p>The Affirmative Action or ‘Token’ Organization</p>	<p>The Affirmative Action or ‘Token’ Organization is committed to eliminating discrimination in hiring and promotion.</p> <p>The Affirmative Action or ‘Token’ Organization sets clear affirmative action goals, clear and unambiguous job qualifications and criteria, a percentage of people of color who need to be in a candidate pool for a new job, and a bias-reduced interview process. Staff and board are encouraged to reduce and/or eliminate their prejudice and the organization may conduct prejudice reduction workshops toward this end. There may be one or two people of color in leadership positions. For people of color, coming into the organization feels like little more than tokenism.</p> <p>The Affirmative Action of ‘Token’ Organization is still basically an All-White Club except it now includes structural and legal means to bring people of color in.</p>
<p>The Multi-Cultural Organization</p>	<p>The Multi-Cultural Organization reflects the contributions and interests of diverse cultural and social groups in its mission, operations, and products or services.</p> <p>It actively recruits and welcomes people of color and celebrates having a diverse staff and board. It is committed to reducing prejudice within the group and offers programs that help members learn more about the diverse cultures that make up the organization. White people in the organization tend to feel good about the commitment to diversity. Like the previous two, however, people of color are still asked to join the dominant culture and fit in.</p> <p>An interesting point to consider is that many multi-national corporations are at this stage, while most non-profits, even social change non-profits, are still predominantly in one of the first two stages. Multi-national corporations recognize that their financial</p>

	<p>success is tied to their customer base and their customer base is racially diverse. So, for example, in states where there are active English-only campaigns, the banks are offering ATM machines in English and Spanish. This is not to say we should automatically model ourselves after multi-national corporations, but it is worth thinking about how they are further ahead than most of us in thinking about the implications of a changing demographic for their organization.</p>
<p>The Anti-Racist Organization</p>	<p>Based on an analysis of the history of racism and power in this country, this organization supports the development of anti-racist white allies and empowered people of color through the organization's culture, norms, policies and procedures.</p> <p>The Anti-Racist Organization integrates this commitment into the program, helping white people work together and challenge each other around issues of racism, share power with people of color, take leadership from and be accountable to people of color, feel comfortable with being uncomfortable while understanding that we are all learning all the time. The Anti-Racist Organization helps people of color become more empowered through taking leadership, sharing in the power, transforming the organizational norms and culture, challenging white allies and other people of color, sharing in decisions about how the organizations resources will be spent, what work gets done as well as how it gets done, the setting of priorities, and allowing people of color to make the same mistakes as white people. The organization does this by forming white and people of color caucuses, providing training and encouraging discussions about racism, white privilege, power, and accountability, setting clear standards for inclusion at all levels of the organization, reviewing the mission, vision, policies, procedures, board agreements, etc. to ensure that the commitment to end racism is a consistent theme, helping people to understand the links between the oppressions, and devoting organizational time and resources to building relationships across race and other barriers.</p>

ACCEPTING DIVERSIFICATION AS A DYNAMIC PROCESS

It is important to understand that there is never going to be an absolute right way to diversity, just as there will never be a perfect template for

creating inclusion in our organizations. There will be failures and we will learn from those failures. Additionally there will be diversity efforts that work for one organization but will not work for another. Though these realities may seem daunting, these are great things – learning from our mistakes is what keeps our organizations fresh and demonstrates that our systems are resilient.

We must be intentional and intelligent about how to incorporate diversity into each organization. Taking on diversity work for the sake of saying we're doing something is not the goal – implementing diversity programs that will genuinely enhance our institutions is what is needed. We must think intentionally about what diversity measures need to exist and do what it takes to make those measures successful.

Although diversity is context-sensitive, there is diversity work that can be done in each organization that can improve the way we pursue our organizational missions. For example, a corporation may need to hire qualified candidates from underrepresented backgrounds to generate new ideas or to help attract a wider range of customers, whereas a small non-governmental organization may need to engage underrepresented communities in projects where there are mutual gains to be realized or to hire a diverse group of staff to effectively involve new communities.

As you examine ways to diversify the social system you're working with, it's important to consider Scott Page's words:

If individual diversity contributes to collective benefits, we should pursue pro-diversity policies. Companies, organizations, and universities that hire and admit diverse people should not expect instant results. But, in the long run, diversity should produce benefits. I do not advocate sacrificing ability for diversity, but rather balancing the two.²²

Understanding that diversity work is a dynamic process will be helpful in creating a more valuable collective that will enhance our social systems.

Organizational Development Tools

Certain concepts offered by organizational psychology are important tools that can be used to eliminate groupthink and create more diverse

²² Page, Op. cit: 369-370.

and inclusive organizations. The business case for diversity has been evolving for decades and organizational psychology has studied the implications of diversity within businesses extensively. The environmental movement can glean excellent theories and tools from this field.

In the book *Influence: The Psychology of Persuasion*, Dr. Robert B. Cialdini identifies “tools of influence” that are helpful to use when implementing organizational strategies that will create value for individuals throughout the organizational structure. Of the six principles explored in the book, two are particularly germane when implementing diversity strategies in the social systems examined in this book – *social proofing* and *commitment and consistency*.

Social proofing is the concept that we perceive behavior as correct in a given situation to the degree that we see others performing it. One often-used example is that if a person sees tips in a tip jar at a coffee shop or restaurant, that person is more likely to insert a tip. Having organizational leaders perform proactive diversity management in a visible setting has extensive social proofing potential because hearing and seeing something repeated by a leader is a social proof that filters down through the ranks and ultimately changes the behavior of many. For an idea to fully adopted, it needs to be seen as a priority from the top. Motivating many people to do and say the same thing will achieve similar results. This is where the use of dynamic leaders comes into play – getting a leader to perform as a diversity leader will inspire replicative behavior. Over time this will result in a culture where the leader and a large number of people are providing social proof that diversity is important.

Commitment and consistency is an equally important tool of influence to use. Demonstrated commitment and consistency to a vision increases the likelihood that others will be committed and consistent as well. This principle is based on the concept that once a person makes a choice or takes a stand, that person doesn’t want to appear inconsistent. Embedded within us is the idea that once an action is taken, we see ourselves differently. In the case of committing to diversity, this suggests that once people are on board they will remain on board and operate in ways that demonstrate their commitment.

Principles and Best Practices

There are two guiding principles that continually surface in the vast literature on diversity. First, while change must occur at every level of an organization and the implementation of diversity initiatives must be

precise and persistent, it's necessary for committed leaders to guide the process. Second, diversifying for the sake of diversity accomplishes nothing and can even have negative impacts on a social system.

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It is helpful for all organizations to be considerate of these two principles, as well as the related implementation principles identified by Loden:

- 1) The ongoing involvement and preparedness of the core leadership team is the single most important factor in predicting implementation success;
- 2) The diversity mindset is what separates effective facilitators and managers from those who play or pay lip service to the need for change.”²³

There are numerous best practices that have been identified with respect to diversifying organizations. Because diversification of each organization is a unique process – one that is customized to the individual characteristics of each organization so as to best enable the organization to adapt to change – it is helpful to consider multiple sets of best practices when constructing a guiding framework. I selected two sets that can provide insight to any organization.

Best Practices in Diversity Management²⁴

- *Leadership* – The success of diversity and inclusivity rely on the thoughts and actions of leaders. Executive development is

²³ Loden, Op. cit.: 128 and 61.

²⁴ Adapted from Thomas, K. and Davis, J. Chapter 3: Best Practices in Diversity Management. *Gender, Race, and Ethnicity in the Workplace: Issues and Challenges for Today's Organizations. Volume 3: Organizational Practices and Individual Strategies for Women and Minorities.* Praeger Publishers: Westport, CT 2006: 73-77.

essential for equipping leaders with the skills to be most effective.

- o *Goal setting* – Not to be confused with illegal quotas, examples of goal setting can be, for example, to establish relationships with minority communities.
- o *Framing* – Positive framing is needed. Instead of framing diversity as a barrier to effectiveness, frame diversity as an opportunity for improved performance.
- o *Accountability* – Tie practices like selection, promotion, compensation to the consideration and execution of diversity goals and values.
- o *Readiness* – Explore individual and organizational contexts for diversity – to understand the impact of power dynamics in both cases.
- *Recruitment* – The number of minority people is increasing rapidly – in the workforce, it is estimated that labor force growth will occur in non-white segments.²⁵ The demographic representation of individuals in advertisements and the associated messages needs to be inclusive.²⁶

10 Best Practices for Implementing Diversity²⁷

- Set the context for change.
- Provide ongoing communication.
- Develop knowledgeable and committed leaders.
- Focus on data-driven change.
- Provide awareness and skill-based training.
- Encourage ongoing learning.
- Establish multicultural mentoring.
- Provide flexible benefits/scheduling.
- Link rewards to effective diversity management.
- Build common ground.

²⁵ Bureau of Labor Statistics. Projections of the civil labor force through 2012 by sex, race, age, and Hispanic origin. <http://www.bls.gov/opub/mlr/2004/02/art3full.pdf>. Accessed on the World Wide Web May 2007.

²⁶ Loden, Op. cit.:166-173.

²⁷ Ibid.

ENVIRONMENTALISM NEEDS TO MOVE FORWARD

Properly diversifying environmental organizations and disciplinary fields is necessary for the survival and future success of the environmental movement. We can no longer simply acknowledge that diversity is important. It is the time for further action - first growing to understand why diversity and inclusion are beneficial followed by immediate action to incorporate inclusion into our organizational frameworks. The absence of one of these steps restricts progress and hinders the work we do as we strive to achieve the missions of our organizations.

As Bryan Garcia points out in his piece in this volume, *21st Century Environmentalists: Diversity, Hope, Unity, and Action for a Better World*, a more diverse movement is necessary to move beyond the liberal, white middle- and upper-class stigmas long associated with environmentalists. The underrepresented segment of the U.S. population have been left unengaged for too long. All must be part of this movement to achieve sustainability.

The future of this movement lies in our ability to prohibit exclusion. Like our environment, our population is always changing and therefore the task of making our movement more inclusive will never be complete. The process of making our movement more diverse is just that, a process. While it requires constant effort, it can yield impressive rewards. Empirical evidence from many types of organizations has demonstrated that a diverse organization can outperform one that is not. Interaction between diverse people spawns fresh questions, ideas, and answers while promoting collaborative, united teamwork. This is the ultimate goal of diversity.

In the simplest sense diversity is about uniting people from different backgrounds. However, a deeper examination shows that diversity and inclusion are not just about uniting different people, but about creating value for ourselves, our organizations and our movement. As this nation grows, socially, economically, and culturally so too must we.

ABOUT THE AUTHOR

Emily Enderle received a Master of Environmental Management degree from the Yale School of Forestry & Environmental Studies (F&ES) in 2007. At Yale, she concentrated in policy, economics and law, focusing on energy issues and climate change adaptation and mitigation. Prior to her time at F&ES, she worked as a corporate environmental consultant, specializing in energy issues, in the San Francisco office of Kearns & West Inc. She graduated with high honors in environmental studies from Oberlin College in 2003. Increasing diversity and inclusivity within the environmental movement is her personal passion – one she hopes more of the members of the environmental movement will embrace and actively support.

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Diversity and the Future of the U.S. Environmental Movement

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Diversifying the American Environmental Movement

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The Innovation of Diversity

John "Jeff" R. Cook, Jr.

Founder and former President,
The Environmental Careers Organization

Better Science Through Diversity: Disciplinary and Cultural Diversity in the Environmental Sciences

Dr. Robyn Hannigan

Director and Judd Hill Chair of
Environmental Sciences, Arkansas State
University

Preventing Environmental Health Risks to Children and Promoting Collaborative Research and Environmental Justice

Dr. Frederica P. Perera

Professor, Mailman School of Public
Health, Columbia University, and Director,
Columbia Center for Children's
Environmental Health

Indifference to Cultural Inclusion: Not an Option in the Environmental Movement

Effenus Henderson

Chief Diversity Officer, Weyerhaeuser
Company

Generating Change: Why Reaching a Diverse Environmental Citizenry is Important for the Future of the Environmental Movement

Chip Giller

Founder and President, Grist

Action: The Next Step Toward Achieving Diversity and Inclusivity in the U.S. Environmental Movement

Emily Enderle

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'07, Yale School of Forestry &
Environmental Studies