

The Diversity in Leadership Planning Group II (DLPG II) wishes to express deep appreciation for the opportunity and honor to serve the CRCNA. The work was challenging and brought us to a realization that the *ministry of racial reconciliation* is a calling that will require God's people to submit humbly to one another.

In its work and in this report, the DLPG II included Calvin College and Calvin Theological Seminary, institutions of the CRCNA. We extend our gratitude for their commitment to join in this effort with fellow CRCNA ministry leaders. Our work was enriched by their presence in our dialogue.

The DLPG II recognizes the complexity of the issue before us, and that the recommendations we have submitted will require a commitment of additional financial and human resources. We believe that the DLPG II has fulfilled its mandate from Synod 2011, and we humbly submit this report for your consideration, approval, and endorsement.

I. Background

Meeting in Palos Heights, Illinois, Synod 2009 instructed the Board of Trustees (BOT) to have the denomination's executive director "convene an ethnically inclusive group to develop a statement of vision and strategy for increasing multiethnic representation within the leadership of the denomination" (*Acts of Synod 2009*, p. 589).

The first Diversity in Leadership Planning Group (DLPG I) was duly formed and presented its report to Synod 2011 (see Appendix A). Synod's response to the report contained both affirmation and critique. This ambivalence is captured in the advisory committee's introductory advice to synod to "proceed with the report's intentionality and immediacy where possible, and to pause with careful reconsideration where necessary" (*Acts of Synod 2011*, p. 858).

In this spirit, synod then proceeded to adopt, in slightly modified form, seven of the original twelve DLPG I recommendations.

Synod affirmed "the direction of the report of the Diversity in Leadership Planning Group with respect to increasing multiethnic representation in the senior-level positions of the CRCNA." Synod then adopted the following statement of vision: "To reflect a multiethnic, multicultural leadership that models the report approved by Synod 1996, *God's Diverse and Unified Family* (GDUF)." Synod went on to state, "It is essential that this vision for denominational leadership have an impact on every denominational entity . . ." (*Acts 2011*, p. 859).

In addition, delegates adopted a goal for multiethnic hiring: "That all future hires be made in accordance with the CRCNA's current ministry plan scorecard diversity objectives with its goal of 25 percent racial minority leaders in CRCNA positions of senior leadership (level 16 and above)" (*Acts 2011*, p. 860).

Synod also affirmed the report's recommendation "that all senior leaders incorporate equitable diversity practices in their employee hiring, training, communication, and management processes. These diversity practices are to be jointly developed and owned by senior leaders in consultation with the Office of Race Relations and clearly articulated so that every senior leader

knows exactly what diversity practices are expected. Senior leaders are to be held accountable by way of their annual performance evaluations for using these jointly-owned diversity practices” (*Acts 2011*, p. 860).

Further, Synod 2011 adopted recommendations requiring mentoring for all new hires (see *Acts 2011*, pp. 860-61), encouraging yearly cross-cultural diversity training as part of professional development for “all senior leaders, present and future” (p. 866), and mandating that “search committees for senior positions include at least two members from different ethnic minorities in their membership” (see *Acts 2011*, p. 867).

But Synod 2011 did not approve several key DLPG I recommendations¹ and concluded that there was significant work yet to be done—particularly on the recommendations that it did not adopt.² Consequently, Synod 2011 decided that a second Diversity in Leadership Planning Group (DLPG II) should be formed, and that it have both broader representation and an expanded mandate.

II. The Diversity in Leadership Planning Group II makeup and mandate

Synod 2011 directed the BOT to “appoint an expanded task force . . . that includes an ethnically and geographically diverse membership with the following broader mandate, and that the director of Race Relations will serve in an advisory role as requested by the task force” (*Acts 2011*, p. 867).

Indeed, our planning group was considerably expanded from the DLPG I and included many more stakeholders, both as a core planning group and especially with regard to inclusivity by way of information gathering and the deliberation processes. The planning group believes the specificity and clarity of our recommendations are evidence of this broader, more diverse involvement.

Synod provided a broader mandate “to develop further short-term and long-term strategies for increasing multiethnic representation within the leadership of the denomination and report through the BOT to Synod 2013”³ (*Acts 2011*, p. 867). Yet even as synod broadened the mandate, it also specifically directed the planning group to review those recommendations it did not accede to in the light of the following concerns:

- The role of the Office of Race Relations.
- The addition of measurable goals.
- The inclusion of strategies that focus on raising up, mentoring, and providing experience to diverse leaders at all levels and that foster a multiethnic leadership development plan in local congregations, classes, regional networks, and denominational offices.

This is both a very broad and a very specific mandate. In order to do it justice, the planning group found it necessary to

- review and add strategic “meat” to several recommendations passed by Synod 2011.
- revise several recommendations in the light of synod’s specific instructions to the planning group.

¹ See *Acts of Synod 2011*, pp. 867-68; Recommendations B, 2, 3, 4, 5-b, -c, -d, 9-b, and -c.

² See Appendix B for actions of Synod 2011 regarding all DLPG I recommendations.

³ The detailed mandate that guided the work of the planning group is found in Appendix B.

- add several new recommendations that the planning group judges are required to complete and make progress in implementing the entire package of recommendations—both those passed by Synod 2011 and those proposed within this report to Synod 2013.

In short, the planning group has essentially written a set of recommendations that, taken as a whole, responds to both the intent and the specific instructions mandated by synod. Although we have drawn heavily from the work done previously, the planning group believes these recommendations can be considered on their own merits and, if passed, will complete and facilitate the implementation of the work begun by DLPG I and Synod 2011.

III. DLPG II materials and processes

In addition to the experience, expertise, and thoughts of the planning group members, we more purposefully engaged our mandate by using, among other resources and processes, the following materials and methods:

- The report of DLPG I (see Appendix A), the synodical decisions of 2011 (see Appendix B), and the 1996 CRC synodical report *God's Diverse and Unified Family*, which underpins much of the work we have done.
- An evaluation of the results of the “Survey for Increasing Multiethnic Participation within the Leadership Structures of the CRCNA” conducted by the DLPG I in early 2010.
- The planning group conducted a community meeting and consulted with members and multiethnic leaders of CRC churches and classes in Los Angeles, gathering significant information on how to promote diversity and ethnic leadership within one’s church. We also gathered practices and ideas for promoting collaboration within and among other churches, classes, and denominations. Most important, the planning group gathered ideas on what our denomination can do to support all of these important regional and local activities.
- The planning group formulated the first draft of our recommendations and sent them to CRC ministry directors (Christian Reformed Home Missions, Christian Reformed World Missions, Back to God Ministries International, World Renew, Faith Alive Christian Resources, and Office of Race Relations) and the presidents of Calvin College and Calvin Theological Seminary. We subsequently met with them and requested their feedback on the recommendations, and we listened to their recommendations for the work of the DLPG II.
- The planning group revised the recommendations and again sent them to ministry directors, heads of educational institutions, and other senior ministry staff in the denomination. With this feedback we prepared a final version of the report and recommendations.

Although the DLPG II alone is responsible for these final recommendations, we are deeply indebted to those respondents who invested significant time and energy in giving us feedback and advice.

IV. Recommendations

A. That synod grant the privilege of the floor to Mr. Bing Goei, Rev. Emmett A. Harrison, and Rev. Joel R. Boot when the report of the Diversity in Leadership Planning Group II is addressed.

Recruitment

B. That synod mandate the executive director, in consultation with the directors of Human Resources, Race Relations, and others as deemed appropriate, to develop and implement a comprehensive plan for the identification and recruitment of multiethnic leadership in denominational positions. This plan shall include the developing and establishment of the following:

1. A better and broader system for identifying candidates, including
 - a. A database of multiethnic candidates available for future positions, with names gathered from but not limited to CRCNA agencies, multiethnic focused entities, classes, educational institutions, and local CRC churches.
 - b. A system for contacting potential candidates beyond the CRC by collaborative recruitment ventures with denominations and interdenominational groups such as the Reformed Church in America, the Evangelical Covenant Church, Christian Churches Together in the U.S.A., the National Association of Evangelicals, and other Christian organizations.
2. A strong focus on attracting, recruiting, and retaining multiethnic leaders by creating
 - a. A welcoming environment of hospitality in CRCNA ministry offices in Grand Rapids, Michigan, and Burlington, Ontario, as well as in every regional CRCNA office (i.e., purposefully build a culture and climate of care that demonstrates mutual respect for each other).
 - b. An awareness of the compelling ministry opportunities and challenges available in the CRC.
 - c. Funded internships for the purpose of recruiting ethnic minority leaders and establishing a pool of ethnic minority candidates for future hires within our denomination and the broader Christian community.
3. Clear accountability

Each CRC agency, Calvin College, and Calvin Theological Seminary will submit, as part of their strategic plan, diversity goals and timelines in their leadership, administrative, and regional ministry teams. Annual reports to and by the BOT will show how these strategic plans are being accomplished and shall be included in the executive director's annual Diversity Report. This Diversity Report from the executive director shall be a standing item on the BOT agenda.

Timeline: The plan shall be developed and reported to the BOT by February 2014, and shall include an implementation plan with specific timelines and accountability plans.

Training

C. That synod affirm the importance of increasing and improving denominational training efforts for all ethnic minority groups (as well as for the denomination at large) by focusing on equipping for service at the congregational, classical, and denominational levels; developing awareness, ownership, and commitment to the ministries and mission of the CRCNA; and enhancing unity by dismantling racism and promoting diversity. The following elements are essential in this training effort:

1. Review, enhance, and promote existing materials and practices.
 - a. The executive director will assemble an in-house task force to review current training resources and determine what additional resources could be added (e.g., providing basic training related to history, polity, leadership, and so forth).
 - b. Based on the modules provided, local churches, classes, and agencies are encouraged to develop and conduct orientation programs for all members, including topics on antiracism strategies and diversity education, especially for greater diversity in leadership bodies.
2. Schedule and arrange training events such as regional conferences and workshops, Days of Encouragement, binational conferences, and the Multiethnic Conference where recommended training materials (see Recommendation C, 1, a above) will be used and promoted.
3. Promote continuing education and learning communities through mentoring and coaching.
4. Enhance professional development for staff through ongoing in-service training and professional development opportunities in diversity education and cultural sensitivity for all staff. This will help ensure that employees remain current in their knowledge and best practices in diversity, and will encourage and support attainment of diversity goals and build in accountability.

Timeline: To begin immediately upon adoption by Synod 2013.

Equal Opportunity Action Plan for Human Resources

D. That synod mandate the executive director to instruct the director of Human Resources, the director of the Office of Race Relations, and the CRC mission and ministry directors to develop an action plan that includes establishing annual reviews of all employment policies and practices related to recruitment, hiring, performance management, promotions, and demotions to ensure equitable treatment of all staff. The action plan will include specific, measurable, and quantifiable goals and objectives.

Timeline: Report to Board of Trustees in February 2014.

Job Descriptions

E. That synod affirm that all job postings and job requirements will continue to be thoroughly reviewed by the offices of Human Resources and Race Relations. These offices will work with CRC ministries to discern an appropriate process or team of people to review job descriptions in a way that removes potential barriers to diversity.

Timeline: Ongoing.

Nomination Process for Denominational Leadership

F. That synod direct all CRC denominational boards and the Board of Trustees to adopt the goal of 25 percent multiethnic representation—the same goal that synod has adopted for itself and for senior denominational staff. The strategies to achieve this goal shall include the following:

1. The nomination processes for agency boards, educational institution boards, specialized ministry advisory committees, and the Board of Trustees shall ensure that the goal of 25 percent multiethnic representation on boards is achieved.
2. Identification and selection of potential multiethnic nominees who primarily have a heart for God and for his people and a passion for the CRC.
3. Inform and educate CRC members regarding the need to solicit multiethnic nominees at the congregational and classical levels.
4. Encourage pastors to solicit multiethnic members to participate.
5. Classical involvement
 - a. Classes are to be intentional about nominating diverse people to CRC denominational boards.
 - b. Classes shall ensure that denominational board members and representatives report back at their meetings.
 - c. Classes should utilize the database of multiethnic candidates and the resources of the Office of Race Relations to identify multiethnic candidates for board positions.
6. Synod to mandate the use of at-large positions as a tool to increase multiethnic representation on boards.
7. Board and classis level training
 - a. Hold seminars on the importance of participation on CRC denominational boards, the culture of denominational boards, how boards function, how meetings are conducted, and how to become effective board members.
 - b. At the classical level, orient delegates about issues and procedures at meetings (how to make motions, read financial statements, deal with issues).
 - c. Conduct regional workshops on board and classis meetings.

Timeline: Work should begin immediately, and a plan should be reported and reviewed annually in September by the BOT.

Role of Office of Race Relations

G. That synod affirm that the Office of Race Relations shall continue to engage collaboratively with all denominational ministries, boards, and committees to ensure that the denomination's commitment to a racism-free environment and multiethnic diversity will be strengthened and sustained. This shall include but not be limited to the following:

1. Encouraging continued dialogue, increasing mutual understanding among cultures, and building relationships with the goal of being the church of Revelation 7.
2. Providing appropriate antiracism and diversity training for all members of denominational boards and committees.
3. Affirming the fulfilment of the current mandate for the Office of Race Relations, as follows:

CRC Race Relations will initiate and provide effective and collaborative training, programs, and organizing actions in ways that mobilize Christian Reformed agencies and educational institutions, as well as classes and congregations, to recognize, expose, and dismantle racism in all its forms and to experience true biblical reconciliation as a diverse and unified people of God.

(Acts of Synod 2004, p. 558)

Recommendations for Implementation

H. That synod authorize the executive director to appoint a person for a special two-year term (terminal position located at the denominational offices) under the direct supervision of the executive director. This person will be responsible for the implementation of decisions of Synod 2013 in response to the DLPG II recommendations, as well as the recommendations adopted by Synod 2011.

I. That synod authorize the designation of 0.25 percent of the overall denominational budget, including Calvin College and Calvin Theological Seminary, to fund the implementation of this work in order to ensure an overall denominational commitment to providing adequate resources. The projected budget is approximately \$500,000 annually for two years. Budgeted costs would include

- salary and benefits for the new, two-year, terminal position
- administrative support costs
- resources and materials, curriculum, training, software, and so forth
- staff development
- travel

The proposed basic elements for the job description include the following:

- Provide leadership and coordination in implementation of the strategies approved by Synod 2013 for increasing multiethnic representation within the leadership of the denomination.
- Work with the executive director and all ministry leaders to establish and institute methods to maintain systems to fulfill the mandate.

- Develop internship position descriptions and actively recruit multi-ethnic candidates to fill these roles.
- Develop training curricula for churches and denominational staff related to specific training and staff development recommendations.
- Assist all denominational boards in meeting the goal of a 25 percent ethnic representation in board membership.

Timeline: Recruit and hire a qualified candidate to fill this role for two years; target September 1, 2013, through August 2015.

V. Conclusion

The members of the expanded Diversity in Leadership Planning Group II trust and hope we have fulfilled our mandate and, “on the shoulders of all who have gone before us,” provided synod with wise and clear counsel that can truly bring us measurably closer to achieving the vision of a marvelously diverse and unified CRC. Therefore, we humbly submit this report for synod’s consideration.

Diversity in Leadership Planning Group II
 Joel R. Boot (*ex officio*)
 Michelle De Bie
 Bing Goei
 Emmet A. Harrison
 Stanley Jim
 Peter Kang
 Verney Kho, chair
 Daniel Mendez, reporter
 Tong Kun Park
 Sandra Williams

Appendix A Report of the Diversity in Leadership Planning Group (2011)

I. Introduction

This report is a response to a mandate given by Synod 2009 to the Board of Trustees (BOT):

To instruct the executive director to convene an ethnically inclusive group to develop a statement of vision and strategy for increasing multiethnic representation within the leadership of the denomination and report to Synod 2010.

Ground: We believe the current structure of denominational leadership does not adequately address the fundamental concerns regarding advancement of people of color at all levels of congregational and denominational life.

(*Acts of Synod 2009*, p. 589)

Additional reasons provided by the members of the Diversity in Leadership Planning Group include the following:

- Increasing multiethnic representation in denominational leadership is our calling as followers of Jesus Christ.
- Our negative track record on this issue requires immediate attention.

II. Background

In the synodical advisory committee discussions and on the floor of synod in 2009, it was expressed that our denomination has not adequately followed biblical principles regarding multiethnic diversity, especially in light of the changing demographic in North America, and that CRC leadership in particular has not reflected this reality. As a result, the executive director was mandated the task of convening a task force that would develop a statement of vision and strategy to address this issue (*Acts of Synod 2009*, pp. 588-89).

The Synodical Committee on Race Relations (SCORR), instituted in 1971 and later named the Office of Race Relations in 1995, has for years carried out antiracism training and raised awareness about issues of racism and diversity. However, this has not translated into a significant increase in the percentage of multiethnic leadership in the denominational offices. The percentage of people of color in positions of leadership level 14 and above is far short of the goal of 25 percent by 2011 called for in the Ministry Plan Scorecard. It is also noted that Synod 2005 made a decision encouraging “each classis to include at least one ethnic minority person in its synodical delegation beginning with Synod 2006” (*Acts of Synod 2005*, p. 748). At Synod 2010, only 7 classes (15%) complied with this decision. Clearly, we as a denomination have not taken seriously enough our call to increase multiethnic leadership so as to make it a reality.

As its primary point of reference, the task force used the study committee report approved by Synod 1996, “God’s Diverse and Unified Family” (GDUF), along with two other key documents, the Report Regarding Diversity in Administrative Positions (February 2007) and the Diversity Plan developed for the Board of Trustees by the executive director (May 2007). What is especially troubling is that many good recommendations have been made; however, they unfortunately have not been followed through nor implemented. This was highlighted as an issue that the denomination has to pay particular attention to if it is serious about increasing diversity in the denomination. The task force struggled with the question of whether the present time would be any different.

A thorough process was followed—a process that included a survey for increasing multiethnic participation within the leadership structures of the CRCNA, completed by senior leadership in the denomination regarding attitudes and perceptions with respect to multiethnic leadership. The information received from the survey of the senior leadership was very insightful, and it provided a critical analysis of the landscape within the current leadership structure of the denomination. It also identified several potential barriers to multiethnic diversity at the senior leadership levels. The task force has worked through a myriad of documents, activities, and perspectives and, as a result, strongly proposes the following recommendations for the BOT.

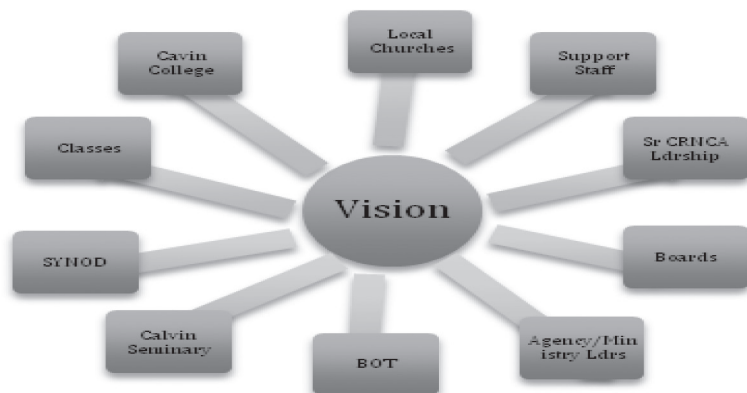
III. Recommendations

A. *Statement of vision*

1. That the BOT adopt the following Statement of Vision to address the issue of increasing multiethnic representation within the leadership of the denomination:

A multiethnic, multicultural leadership that models the report approved by Synod 1996, *God's Diverse and Unified Family* (GDUF).

2. It is essential that this vision for denominational leadership have an impact on every denominational entity, as illustrated in the following (for illustrative purposes only):



B. That the BOT adopt each of the following strategies for implementing the vision. It is essential to first note that in planning and implementing these strategies everyone involved must be alert to two all-encompassing and necessary features that need to be embraced with regard to each one: (1) creating a culture of inclusion in the denominational offices and structures, and (2) assigning definite lines of accountability with clear responsibilities and timelines and with direct overall oversight by the executive director and Board of Trustees.

1. Hiring of senior leadership

- a. All future hires will be made in accordance with the CRCNA's diversity objectives and its goal of 25 percent racial minority leaders in CRCNA positions of senior leadership (level 16 and above).
- b. Timeline – This strategy shall be implemented immediately.

2. Recruitment

- a. The director of Human Resources and the director of Race Relations will be jointly responsible to develop a comprehensive plan for the identification and recruitment of multiethnic leadership in senior denominational positions and will both be accountable for the implementation of this plan. The plan shall include the following:

- 1) Identification

- a) Identify those who have significant contacts with and in the ethnic minority communities.
- b) Establish and maintain an active pool of potential candidates.

c) Develop and utilize a denomination-wide survey to help people recognize their potential.

2) Recruitment of potential candidates for leadership

a) Promote an environment of hospitality in the denominational offices in coordination with senior agency and ministry personnel through interagency celebrations, formation of small groups, and regular social gatherings.

b) Develop a contact system beyond the CRC.

c) Communicate the ministry opportunities and challenges—not just job requirements.

d) Establish funded internships.

b. Timeline – The plan shall be developed by July 2011, with implementation to take place immediately following. Monitoring and accountability will be carried out in the annual performance evaluations of the directors of Human Resources and Race Relations after September 2011.

3. Equal opportunity Human Resources

a. The office of Human Resources will undergo a thorough assessment of all human resources (HR) policies and practices with the purpose of ensuring an equitable, transparent, and bias-free HR system with regard to job descriptions, recruitment and hiring practices, orientation and training, supervision, performance evaluations, promotions, professional development, and the like.

– Transparent policies and practices will reduce the perception of “who you know matters more than what you know.” They will also help build a broader understanding regarding qualifications and competencies for denominational positions.

– The dynamics between the dominant culture and minority representation must be recognized and anticipated, with an emphasis on the blessings and benefits of doing so.

b. Competencies, performance evaluations, and supervision policies especially need to be defined to ensure equal opportunity and promote diversity and inclusion.

c. This assessment will be done in consultation with the Office of Race Relations, with recommendations for changes in policies and practices to come jointly from the directors of Human Resources and Race Relations.

d. Timeline – To begin as soon as possible and be completed by August 2011.

4. Job descriptions

a. All job descriptions for senior positions will be reviewed and finalized by an ad hoc committee made up of the directors of Human Resources

and Race Relations, the ED or DDM, and the appropriate representative of the agency or specialized ministry involved.

It is important to realize that the job descriptions used in filling positions can contain barriers to diversity. Often such impediments are unintended and yet may limit the pool of potential candidates. Requirements such as ordination, certain levels of education, experience, and so forth may not be necessary and yet may prevent qualified candidates from applying. These obstacles need to be identified and removed.

- b. This ad hoc committee will have the authority to make any other changes or recommendations that might remove barriers to people of color.
- c. Timeline – This strategy shall be implemented immediately.

5. Senior leadership practice

- a. All senior leaders will incorporate and promote equitable diversity practices in their hiring, communication, and management processes. These practices are to be incorporated into performance objectives and appraisals of their staff. Senior leaders will also be held accountable, by way of their annual performance evaluations, of ensuring that they and their staff adhere fully to multiethnic diversity practices and promotion.

The commitment of senior leadership to diversity and equity must be a core value of the organizational practices. Its importance must be communicated throughout the organization to all staff levels in a variety of ways.

- b. The composition of regional ministry teams working at the direction of senior staff shall make every effort to further the CRCNA's diversity objectives and its goal of 25 percent representation on all such teams, with staff held accountable as indicated above.
- c. An assessment of how these strategies are being accomplished will be carried out jointly by the directors of Race Relations and Human Resources.
- d. Timeline – The external assessment will be done and the performance evaluations of senior leadership will begin to monitor equitable diversity practices in line with this strategy after September 2011.

6. Coaching and mentoring

- a. A system of mutual mentoring for all new staff will be established in the denominational offices with a focus on multiethnic leadership, inclusion, and diversity practices. Mentors shall come from a pool of people with the necessary experience and endorsed by the directors of Human Resources and Race Relations.

The development of a culture of *mutual* mentoring is essential so that people of color are considered equal partners in the learning process. This would help dispel the false perception that they are the ones that always need mentoring.

- b. This system will be developed by the Office of Race Relations in consultation with the director of Human Resources and all senior leadership in the denomination. It will include

1) The assignment of a mentor (in conversation with such persons) to every new staff member.

2) Mentor and mentee training opportunities and resources (retreats, conferences, courses, peer groups, and so forth).

c. Timeline – To begin in September 2011.

7. Professional development

a. All senior leaders will be required to participate in a mandatory series of cross-cultural diversity education and training at least once each year, with an evaluation that will be built into their annual performance review.

– Diversity education and training is a crucial component of creating equitable environments within organizations and of achieving diversity in leadership.

– This will help to build and foster a culture of care, equity, and inclusiveness.

– This shall include both internal (Office of Race Relations) and external training.

b. The director of Race Relations will be responsible to develop and coordinate this training.

c. Timeline – Implementation to begin no later than July 2011.

8. Organizational structure

a. The director of Race Relations will be appointed as a permanent voting member on the Ministries Leadership Team (MLT) with all the rights and privileges as the other directors on the team.

– This demonstrates that people of color are meaningfully involved in the decision-making process of the organization.

– It also ensures that multiethnic diversity and equitable practices are given high priority, remain a core value, and are integrated into all the deliberations and planning processes of the MLT.

b. Timeline – To be implemented immediately.

9. Nominations for denominational leadership

a. All search committees for senior positions will be staffed in accordance with the CRCNA's diversity objectives and its goal of 35 percent minority membership on all such committees.

1) These will include people who represent the rank and file of the church and who may not have prior involvement with or full knowledge of the agency, provided they have a passion for the CRC and the agency's ministry.

2) Search committee members will receive appropriate antiracism training, and all members of search committees will sign off on the *God's Diverse and Unified Family* report.

b. The nomination processes for agency boards and committees, specialized ministry advisory councils, and the Board of Trustees will make every effort to further the CRCNA's diversity objectives and its goal of ensuring that a minimum of 35 percent minority representation will be submitted to each region, and a minimum of 35 percent minority representation will be on the nomination slate submitted by the Office of Synodical Services to the BOT.

1) Antiracism guidelines from the GDUF report will be integrated into the request for nominations. Classes will also be asked to review these guidelines before approving nominations and sending them to the Office of Synodical Services.

2) All members of boards and committees of the denomination will receive appropriate antiracism training, and all members of boards and committees will sign off on the GDUF report.

c. Timeline – This strategy shall be implemented by June 2012.

C. That the BOT appoint a task force that includes as many members of the Diversity in Leadership Planning Group as possible to (1) develop a statement of vision and strategy that encourages local congregations and regions to reflect the communities within which they find themselves, to (2) revisit the mandate and mission of the Office of Race Relations and the Race Relations Advisory Council, and to (3) assign this group the following mandate:

To make recommendations that reaffirm and expand the mission and mandate of both the Office of Race Relations and the Race Relations Advisory Council in line with the strategies adopted, providing added accountability, empowering the Office of Race Relations to engage collaboratively with all denominational agencies, boards, and councils, and ensuring that the denominational commitment to ethnic diversity will be strengthened and move forward. The contribution of the Office of Race Relations is indispensable and will have an impact on the denominational system as a whole.

From our discussions and recommendations it is evident that the mandate and mission of both the Office of Race Relations and the Race Relations Advisory Council must be revisited, in light of the compelling need the denomination faces to ensure justice and accountability, and in light of the ever-increasing ethnic diversity in society and the denomination.

Diversity in Leadership Planning Group

Michelle De Bie

Gerard L. Dykstra

Bing Goei

Emmett Harrison

Sheila Holmes

Esteban Lugo

Mike Van Hofwegen, reporter

Sandra Williams, chair

Appendix B

Synod 2011 Minutes Addressing the Report of Diversity in Leadership Planning Group I

(*Acts of Synod 2011*, pp. 858-61, 866-68)

Report of the Diversity in Leadership Planning Group

A. Materials

1. Board of Trustees Report (Sections II, A, 1-17, including Appendices A-D), pp. 23-33, 39-65
2. Board of Trustees Supplement (sections I, A-H, J-M, O-P, including Appendix A)
3. Board of Trustees Supplement—Ratification of the Interim Executive Director
4. Overtures 28-30, Communications 7 and 9, Supplemental reports

B. *Privilege of the floor*: Rev. Mark D. Vermaire, chair of the Board of Trustees; Rev. Joel R. Boot, interim executive director; and members of the executive staff

C. Background

The report of the Diversity in Leadership Planning Group (DLPG), adopted by the BOT in February 2011, is being presented to Synod 2011 as a result of Synod 2009's instruction to have the executive director "convene an ethnically inclusive group to develop a statement of vision and strategy for increasing multiethnic representation within the leadership of the denomination and report to Synod 2010" (*Acts of Synod 2009*, p. 589) and Synod 2010's decision to "express its deep disappointment at not receiving a report from the Diversity in Leadership Planning Group mandated by Synod 2009 to report to [Synod 2010]" (*Acts of Synod 2010*, p. 884).

The advisory committee has heard from members of both the Board of Trustees and the Diversity in Leadership Planning Group, while also taking into account the related overtures and communications. We are grateful to the DLPG members for their passion and commitment evident in the heart of this report and for the boldness with which it seeks to move the CRCNA toward achieving some of its stated goals with respect to racial diversity. While a target of 25 percent multiethnic leadership in its senior-level positions seems lofty to attain, we were informed that the CRC is just four hires away from meeting this goal.

We applaud the DLPG for its effort in producing this report, given the time sensitivities it was facing. At the same time, we recognize that churches, agencies, and other affected groups have not had sufficient time to review this material in great detail prior to Synod 2011.

The intent of the following recommendations is to proceed with the report's intentionality and immediacy where possible, and to pause with careful reconsideration where necessary.

D. Recommendations

1. That synod affirm the direction of the report of the Diversity in Leadership Planning Group with respect to increasing multiethnic representation in the senior-level positions of the CRCNA.

—*Adopted*

2. That synod adopt the following statement of vision to address the issue of increasing multiethnic representation within the leadership of the denomination:

To reflect a multiethnic, multicultural leadership that models the report approved by Synod 1996, *God's Diverse and Unified Family* (GDUF).

It is essential that this vision for denominational leadership have an impact on every denominational entity, as illustrated on page 57 of the *Agenda for Synod 2011*.

—*Adopted*

Report of the Diversity in Leadership Planning Group [cont.]

Recommendations

That synod adopt the following recommendations from the Diversity in Leadership Planning Group report:

Hiring of Senior Leadership

1. That all future hires be made in accordance with the CRCNA's current ministry plan scorecard diversity objectives with its goal of 25 percent racial minority leaders in CRCNA positions of senior leadership (level 16 and above).

Timeline: To be implemented immediately.

Ground: This gives intentionality to the already existing denominational scorecard objective.

—*Adopted*

Senior Leadership Practice

2. That all senior leaders incorporate equitable diversity practices in their employee hiring, training, communication, and management processes. These diversity practices are to be jointly developed and owned by senior leaders in consultation with the Office of Race Relations and clearly articulated so that every senior leader knows exactly what diversity practices are expected. Senior leaders are to be held accountable by way of their annual performance evaluations for using these jointly-owned diversity practices. The commitment of senior leadership to diversity and equity must be a core value of the organizational practices. Its importance must be communicated throughout the organization to all staff levels in a variety of ways.

—*Adopted*

Coaching and Mentoring

3. That all new hires, regardless of level or ethnicity, be engaged in a mentoring system that includes corporate and cultural competencies conducive to mutual learning and appreciation. Mentors shall come from a pool of people with the necessary experience and assigned by the Human Resources office. Synod instructs the Board of Trustees (perhaps with the assistance of the offices of Human Resources and Race Relations and in consultation with the Ministries Leadership Team) to develop this system.
 - The assignment of a mentor (in conversation with such persons) to every new staff member.
 - Mentor and mentee training opportunities and resources (retreats, conferences, courses, peer groups, and others as deemed appropriate).

Timeline: To begin in December 2011.

Grounds:

- a. This will assist all new staff, regardless of ethnicity, to be more effectively incorporated into the workplace.
- b. This approach has proven to increase the rate of retention.
- c. The development and implementation of the mentoring system is a personnel matter; input from the Office of Race Relations can be helpful as it relates to cross-cultural mentoring.

—*Adopted*

Report of the Diversity in Leadership Planning Group [cont.]

Recommendations

That synod adopt the following recommendations from the Diversity in Leadership Planning Group report:

Professional Development

1. That all senior leaders, present and future, be encouraged to participate in a series of cross-cultural diversity education and training experiences at least once each year, with an evaluation that will be built into their annual performance review. The professional development shall include both internal (Office of Race Relations) and external training in a variety of forms and content that emphasizes historical context with a focus on developing inclusion and unity in Christ. The director of Race Relations will be responsible to develop and coordinate this training, in consultation with the Human Resources office.

Timeline: Implementation to begin no later than July 2011.

Grounds:

- a. Diversity education and training are crucial components of creating equitable environments within organizations and of achieving diversity in leadership.
- b. This will help to build and foster a culture of care, equity, and inclusiveness.

—*Adopted*

Nominations for Denominational Leadership

2. That search committees for senior positions include at least two members from different ethnic minorities in their membership.
 - a. Search committees shall include people who represent the rank and file of the church and who have a passion for the CRC and the agency's mission.
 - b. Search committee members will receive appropriate antiracism training, and all members of search committees will state their agreement with the *God's Diverse and Unified Family* report.

Grounds:

- a. This gives a voice to ethnic minorities prior to the hiring of senior leaders.
- b. Search committees will benefit from a diverse membership that can identify a diverse pool of potential candidates.
- c. Having at least two members representing differing ethnic minorities is intended to minimize potential feelings of isolation and intimidation of those members.

—Adopted

3. That synod instruct the BOT to appoint an expanded task force by August 31, 2011, that includes an ethnically and geographically diverse membership, with the following broader mandate, and that the director of Race Relations will serve in an advisory role as requested by the task force:

To develop further short-term and long-term strategies for increasing multiethnic representation within the leadership of the denomination and report through the BOT to Synod 2013.

Grounds:

- a. An expanded task force brings additional voices from various backgrounds to the table.
- b. This expanded mandate will allow the Diversity in Leadership Planning Group to address a multi-pronged approach to increasing multiethnic leadership in the denomination.
- c. This will allow for input from a broader range of stakeholders.

—Adopted

4. That synod recommit non-adopted recommendations from the Diversity in Leadership Planning Group report (B, 2, 3, 4, 5-b, -c, -d, 9-b, -c) to the newly expanded Diversity in Leadership Planning Group for information and revision by September 30, 2012, specifically addressing the following concerns:
 - a. The role of the Office of Race Relations.
 - b. The addition of measurable goals.
 - c. The inclusion of strategies that focus on raising up, mentoring, and providing experience to diverse leaders at all levels and that foster a multiethnic leadership development plan in local congregations, classes, regional networks, and denominational offices.

Grounds:

- a. These recommendations, while helpful, need further development.
- b. This timeframe will provide adequate opportunity for the group to do this important work.

Note: Recommendation 8 from the original report (*Agenda for Synod 2011*, p. 60) has been implemented by the Board of Trustees.

—*Adopted*

5. That synod commend the revised report to churches, agencies, and other appropriate groups by November 2012 for consideration.

Ground: This will provide adequate time for the churches, agencies, and other affected groups to respond before the report is presented to Synod 2013.

—*Adopted*

6. That synod express gratitude to the Diversity in Leadership Planning Group for its work.

—*Adopted*

7. That this be synod's response to Overtures 28-30, Communications 7 and 9, as well as to the Back to God Ministries International Supplemental Report.

—*Adopted*