Change Network Program Overview
What if civic & cultural institutions were of, by, and for everyone?

Who would feel welcome?
Whose voices would be heard?
What could we accomplish together?
OF/BY/FOR ALL is a global movement equipping civic & cultural organizations to become **OF, BY, & FOR** their communities so communities grow stronger and organizations do too.
The Change Network is OF/BY/FOR ALL’s signature offering:

an annually-renewable, 100% online program to support organizational teams on a change journey towards greater community inclusion, relevance, and sustainability.
The OF/BY/FOR ALL Change Network provides:

**TOOLS** to help organizational teams build meaningful relationships with underrepresented communities.

**ACCOUNTABILITY** via monthly progress tracking and community feedback.

**COACHING** to help teams overcome your obstacles.

**COMMUNITY** to bring together global changemakers to support each other, have fun, and co-create knowledge.
Meet our Coaching Team

“I can get stressed out about feeling like our organization is different and Mateo always makes me feel like the OF/BY/FOR All community has resources we can utilize. Very stress-removing.”

Mateo Mossey

“Lauren has a really positive outlook that’s rooted in the practicalities of this work. I sometimes don’t know what help to ask for. She is great at helping uncover the work we need to be doing and leading me to the next steps.”

Lauren Benetua

“Raquel's facilitation set the stage for an extraordinary conversation. I'm always blown away by the fact that I have so much to learn from everyone else. Thank you for this opportunity to see and hear that all over again.”

Raquel Thompson
75 organizations in 11 countries are making inclusive change with us right now.
The Change Network is for organizational teams who are:

- committed to inclusion
- excited to grow with their communities in new ways and to reflect on that growth
- seeking structure, support, and tools to help you pursue your goals

Teams that get the most value out of the program have:

- A committed team leader who has agency
- 2-10+ teammates who can participate
- Time to dedicate on a weekly basis to the work
- Strong strategic tie-in to other institutional goals
How it Works - Big Picture
board/staff/partners are representative

programs are co-created

institutions is welcoming

OF + BY → FOR

our community

our community

our community
Change starts with a committed team ready to make inclusive change.

We use a simple application to help you identify when you are ready and able to commit to a year-long change journey. We are currently recruiting for the April 2021 cohort.
STAGE 0:

CORE CONCEPTS

In your first month in the program, our team will guide a series of four interactive onboarding video workshops to build comprehension, energy, and team alignment around core concepts in equity and inclusion in action.
In month two, your team champion takes the lead. Your first step as a team is to develop a vision for long-term community involvement.

This vision will help your team build a positive, collective set of broad goals for transformation.
In month three, your team selects one community of interest: a group that is under-represented yet critical to your vision.

While you likely have many communities of interest, we ask you to start by going deep with one.
Your team starts to get to know the community, mapping its leaders, strengths, challenges, and dreams. Community voices and interests will guide you to the most effective changes you can make.
By month six, your team develops a Change Plan with 5-15 concrete targets for becoming of, by, and/or for the community of interest.

Change Plans typically incorporate a mix of programmatic, marketing, HR, and policy changes.
Once you have your Change Plan, in the second half of the program year, you'll use custom tools, progress tracking, group calls, and coaching support to help you execute on your plan and break through barriers along the way.
STAGE 0: Core concepts
STAGE 1: Create vision
STAGE 2: Select community of interest
STAGE 3: Be present, listen, & learn
STAGE 4: Make change plan
STAGE 5: Use tools, make change!

Change is rarely a one-year effort.
At the end of the first year, your team may renew your Change Network membership to deepen your change journey with more communities.
What Might Success Look Like?

Each organization selects one community to focus their efforts in year 1 of the program. The journey in year 1 depends on your starting point level of trust, investment, & connection with the selected community.

**LOW TRUST**

Success looks like:
- More community participation in activities “by” and “for” them
- Community partners collaborating when invited
- Community partners forming relationships with 1-2 staff
- New funding for partner projects

**MODERATE TRUST**

Success looks like:
- More community participation beyond activities “by” and “for” them
- Co-producing projects at your org
- Community partners forming relationships with many staff
- New funding for partner projects

**HIGH TRUST**

Success looks like:
- More community participation and investment in org overall
- Community members joining board and staff
- Co-producing at your org and theirs
- Community leading projects
- New funding for partner projects
How it Works – Member Experience
We deliver the Change Network program digitally in several ways:

- **A team dashboard**, for team-specific project management and progress tracking
- **Monthly video call workshops**, for ongoing learning opportunities
- **Change Network community platform**, for global conversation and peer support among the members
Each team has its own dashboard and suite of tools for community involvement.

- Teams move through the tools at their own pace, reporting progress as they go.
- The first four stages are standardized, with each team using the same tools to develop their Change Plan.
- The fifth stage is customized, with OF/BY/FOR ALL staff providing tools related to each team’s Change Plan. For example, if your team wants to build a community advisory board, you’ll receive a tool to help you develop an effective structure for the group.
Explore Existing and Desired Communities (1 hr)

**DESCRIPTION**

Every organization has both “existing” communities—people who are deeply involved—and “desired” communities—people who you wish were more involved. This tool helps you discuss these communities openly.

We recommend using this tool at a 1 hour team meeting. This is also an easy and valuable time to involve more colleagues at your organization in if it’s practical for you to invite them.

**HOW TO DO IT**

- Download this worksheet and print enough for everyone.
- Hold a meeting that includes your project team and any colleagues or board members whose perspective and buy-in is important when it comes to community involvement.
- Make sure you can play this video at the meeting, or, if not, send it out beforehand.

**PART 1 (30min): CIRCLES EXERCISE**

- Together, watch the introduction.
- For five minutes, ask people to work individually to list on their own sheet who they consider to be “existing” and “desired” communities. When it comes to desired communities, we encourage you to think specifically about people who are active in your area but under-represented at your organization.
- For five minutes, ask people to discuss their lists in pairs. Note similarities and differences. Encourage people to ask each other for more specificity if any communities are described in a vague or overly general manner.
- Spend your last ten minutes as a whole group discussing and creating a master list of desired communities. If you can agree, on your top 3-5 desired communities of interest and mark those.

**PART 2 (30min): DISCUSSION**

The circles exercise often leads to challenging internal conversations about the relative importance of different communities. People with different perspectives have different priorities. Communities that seem crucial to some may matter less to others.
Create your vision for community involvement

1. What to Expect in Stage 1
2. Explore Existing and Desired Communities (1 hr)
3. Write Your Vision of an Inclusive Future (30 min)
4. Share Your Vision with a Teammate (30 min)
5. Complete the Next Steps

Public Media Network

Youth Media Outreach
- Youth Advisory Council
- Media Ambassadors
- neighborhood production hubs
- Produce advisory council
- Producer Advisory Council
- Community Leaders (formal and informal)
- Diversity
- Viewers
- Hispanic communities
- Native American story-tellers
- Board composition reflective of community and more diverse than municipal appointment (funder appointment)
- Geeks and gamers
- Innovation hub for media literacy
- Public domain and educational center
- Event programming
- Social media content creation
- Authentic stories and media literacy
- Event coverage
- Narrative change stories by underrepresented communities for social change
- Media representation of community
- Fun!!! (Lucy)
- Media Festival showing makers
- Innovative training programs
- Involve emerging leaders
-致力建设能够反应社区的和更具包容性的（募款）管理层
- 科技发展中心
- 促进媒体素养
- 公共领域和教育中心
- 事件策划
- 社交媒体内容创作
- 真实故事和媒体素养
- 事件括覆
- 叙述改变故事由边缘化社区进行社会变迁
- 媒体代表社群
- 娱乐！！！（露西）
- 媒体节展示艺术家
- 创新的培训计划
- 包括发展领导者
Board composition reflective of community and more at-large than municipal appointment (funder appointment)

Note: Programming on the board generally refers to...
Youth Input

Youth Media Channel

Internships

Student directed content/programming i.e. radio station

Student created programming

EFE - EFA Curriculum Designed by Youth and Employers

Programming

Spanish Language

Newscast/News

Neighborhood Associations

Freedom of choice in content selection - App

Mentors-paired teams

Geeks and gamers

Citizen journalism

Social media content creators

Event coverage

Engaged journalism

Producer collaboration in shared spaces

Media content rather than a Program
**FUN!!!! (Lucy)**

- Media Festival showcasing makers
  - inclusive training programs
  - tailored content, identity
  - diverse programming
- Authentic stories built from engagement with community
- Event coverage
- Media representational of community
- Documentaries that feature diverse communities
- Narrative Change stories by underrepresented communities - for social change
- Encouraging time spent and collaboration
- Empathy-designed anticipating needs, driven by users
- Make them feel welcome EVERY TIME they come in
- Proactive in working in communities
- Engage with them where they feel safe
  - representation
  - creation spaces are for them first
  - not staff-driven/focused
- Listening to them
- Ambassadors going OUT before we expect people to come IN
CHANGE PLAN EXAMPLES

Secure commitment from senior leadership to hire 25% of new hires from Community of Interest (COI) once hiring freeze is lifted.

Prioritize hiring bilingual frontline staff candidates over the winter of 2020.

Add 4 more co-created programs per year at organizations where COI families are already comfortable.

Work with our COI to identify overlapping interest areas and implement at least one suggestion/idea from our COI.

Begin to collect demographic data respectfully (using the OF/BY/FOR ALL tool) in order to better track our progress.

Change the title and uniform of our Public Safety Officer.
The Community site is a private social network.
Hi change makers. Here down in Palmerston North New Zealand we’re grappling with the notion of authentically engaging with young people. As part of the first wave we did 3 surveys to try and find out what young people want. We did these in places where young people are (ie not in our museum!) - the local youth space and polytechnic. We came away from that feeling as if we really hadn’t nailed it. Here’s what we do know from what we found out:

Young people don’t need us .... no surprises there.

If we want to engage with young people it better be GOOD! If it’s dull forget it.

If we’ve got something good to tell them about we need to be in their face about it - otherwise they won’t notice, and they won’t come looking for it either.

Strangely though, we didn’t find out much about what they wanted - code for ‘wrong questions baby’! So yes, we’re going back to have another go, and see what inspires them to get out of bed, what’s on their bucket list, what makes them laugh, and what they care about. It’s true we’re suckers for this kind of punishment! But 3000 teenagers going through a careers expo is just too good to miss! Doesn’t anyone have any advice or pearls of wisdom that would help us make the best of this opportunity? Maybe some different types of questions?

Posted May 7, 2019
In the Change Network Community, members all over the world share successes, struggles, and support.

- Individuals can post questions, stories, or comments at any time in a Facebook-like private network.
- Members and staff host monthly webinars on topics of high interest to many members. Recent topics included **Inclusive Hiring Practices, Grappling with Internal Resistance to Change**, and **Centering Equity in a Time of Crisis**.
- Members can send direct messages to anyone in the network, building relationships and learning from each other.
Everything public is archived.
Dates and Pricing
We launch two Change Network cohorts each year: one in April, and one in September. Each cohort includes teams from 30-50 cultural and civic organizations around the world.

- **For the April 2021 cohort, applications are due by February 12, 2021.**
- For the September 2021 cohort, applications are due by July 16, 2021.

The application process is simple. All applicants must demonstrate:

- Financial capability to participate.
- Ability to assemble an institutional team, led by a team champion.
- Support from the team champion’s supervisor and executive team.
- Compelling reason to participate.
The annual fee for the Change Network is on a sliding scale based on organizational budget size.

<table>
<thead>
<tr>
<th>Budget Size</th>
<th>Annual Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under $100,000</td>
<td>$1,000</td>
</tr>
<tr>
<td>$100,000 - $500,000</td>
<td>$2,000</td>
</tr>
<tr>
<td>$500,000 - $2,000,000</td>
<td>$4,000</td>
</tr>
<tr>
<td>$2,000,000 - $5,000,000</td>
<td>$7,000</td>
</tr>
<tr>
<td>$5,000,000 - $10,000,000</td>
<td>$10,000</td>
</tr>
<tr>
<td>$10,000,000+</td>
<td>$20,000</td>
</tr>
</tbody>
</table>

There is an additional discount for organizations in the Global South and/or led by Black, Indigenous, or people of color.