

NOVEMBER 2021



Inclusiveness Plan 2022-2025

Mission

To build Earth stewardship by providing youth with joyful, hands-on, place-based environmental education experiences that foster an emotional connection to nature.

PREPARED BY

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Background This Inclusiveness Plan is designed to provide Thorne with an actionable and measurable roadmap towards becoming an authentically diverse, equitable, and inclusive organization in operations, programs, and Thorne’s relationship with the community. The 2022-2025 Plan is Thorne’s third organizational Inclusiveness Plan and builds off the exceptional effort that board and staff put into achieving the prior plans as well as the successes and challenges encountered during implementation of those plans. This Plan is the culmination of a year-long planning process undertaken in 2021 which involved an internal assessment, conducting external research regarding Diversity, Equity and Inclusion (DEI) best practices, and discerning priorities and obtaining feedback through a series of conversations with Thorne’s board, staff, and DEI Committee.

Purpose To support Thorne in becoming an anti-racist organization that embodies diversity, equity, and inclusion practices at all levels such that we nurture true belonging alongside our community and authentically achieve our mission; and to achieve Thorne’s institutional goals related to DEI consistent with the 2020-2024 Strategic Plan.



Goal 1: Institutionalize anti-racist practices in hiring and retention to recruit and retain a more diverse staff at all levels of the organization.

Task 1: Create a Hiring Policy and Procedure that institutionalizes best practice for recruitment and hiring to reach diverse candidates, with a particular focus on reaching Latinx and other BIPOC identifying individuals, and ensure all Managers are trained and able to apply the procedure in any new hire at Thorne across programs.

- Lead: Inclusiveness and Equity Manager
- Timing: create policy by 12/31/21; implement beginning 1/1/22
- Priority: HIGH

Task 2: Implement hiring, retention, and recruitment strategies to achieve no less than two full time English/Spanish bilingual educators on staff.

- Lead: School Programs Manager, Preschool Manager, Inclusiveness and Equity Manager
- Timing: ongoing beginning 1/1/22
- Priority: HIGH

Task 3: Implement hiring, retention, and recruitment strategies to increase total number of Latinx and other BIPOC identifying individuals by four seasonal summer camp educators each season until we achieve 30%.

- Lead: Summer Programs Manager, Preschool Manager, Inclusiveness and Equity Manager
- Timing: ongoing beginning 1/1/22
- Priority: HIGH

Task 4: Research and implement best practices that support retention of diverse staff, which includes an equitable pay structure for BIPOC individuals and Spanish bilingual individuals and clear pathways for growth into leadership positions. Evaluate effectiveness of best practices bi-annually.

- Lead: Inclusiveness and Equity Manager, Leadership Team
- Timing: research by 12/31/22; implement beginning 1/1/23
- Priority: HIGH

Task 5: Develop a method of tracking diversity demographics within the board and staff including but not limited to whether a person identifies as BIPOC, LGBTQA+, or as having a disability.

- Lead: Inclusiveness and Equity Manager
- Timing: ongoing beginning 1/1/23
- Priority: MEDIUM

Task 6: Research how the volunteer program can be structured towards diversity and equity, especially as it relates to career pipeline so that these efforts are aligned.

- Lead: DEI Manager, Volunteer Coordinator
- Timing: research by 12/31/23; implement beginning 1/1/24
- Priority: LOW

Task 7: Create sustainable employment pipeline that addresses entry level gaps for diverse staff, including researching and developing an apprenticeship model for entry level staff.

- Lead: Inclusiveness and Equity Manager, Executive Director
- Timing: research by 12/31/24; implement beginning 1/1/25
- Priority: HIGH



Goal 2: Institutionalize DEI in organizational documents, practices, and capacity-building among staff and Board.

Task 1: Maintain bi-annual all-staff DEI training and ongoing DEI onboarding training for all new staff and assess effectiveness bi-annually.

- Lead: Diversity and Equity Manager
- Timing: ongoing 1/1/22
- Priority: HIGH

Task 2: Recognize Juneteenth holiday by adding a third day of training, professional development, or meaningful personal action for all staff.

- Lead: Deputy Director
- Timing: implement beginning 3/1/22
- Priority: MEDIUM

Task 3: Determine right size, scope, and frequency of DEI trainings and appropriate follow-up for staff and Board that are outside the scope of Goal 2, Task 5, including ongoing DEI training specific to program area needs.

- Lead: Inclusiveness and Equity Manager
- Timing: develop by 9/1/22; implement beginning 10/1/22
- Priority: MEDIUM

Task 4: Examine foundational documents (MVCV), program names and descriptions, and core fundraising and marketing materials and revise them with DEI lens.

- Lead: Diversity and Equity Manager, Executive Director
- Timing: complete by 1/1/23
- Priority: HIGH

Task 5: Develop annual organizational goal related to allyship and institutionalize outcomes as appropriate, including but not limited to: pronoun identification, land acknowledgement, disability accommodations, etc.

- Lead: Diversity and Equity Manager
- Timing: develop by 12/31/23; implement 1/1/24
- Priority: HIGH

Task 6: Analyze Thorne marketing from a DEI lens and create plan to ensure inclusive messaging to diverse audiences. Annually assess and determine opportunities for improvement.

- Lead: Marketing Director (or other responsible person)
- Timing: research by 1/1/24; implement 9/1/24
- Priority: LOW



Goal 3: Ensure all Thorne programs are culturally relevant, inclusive, and equitable.

Task 1: Annually assess lessons learned from Nature Kids and develop DEI strategies that can be implemented across all Thorne programs.

- Lead: Diversity and Inclusion Manager, Program Directors
- Timing: ongoing beginning 1/1/22
- Priority: MEDIUM

Task 2: Bi-annually review program materials, content, and educational practices to ensure they center decolonized perspectives (including examining subconscious values in programs, content, and materials) and determine strategies and resources for continued improvement towards this goal.

- Lead: Program Managers, Diversity and Inclusion Manager
- Timing: ongoing beginning 9/1/22
- Priority: HIGH

Task 3: Work collaboratively with the E-Movement Manager to develop an approach to authentic family engagement that aligns with Thorne's Strategic Plan and Nature Immersion programmatic goals and annually evaluate success.

- Lead: Diversity and Inclusion Manager, Program Director
- Timing: research by 9/1/22; implement 1/1/23
- Priority: HIGH

Task 4: Bi-annually assess reach of Thorne programs and determine whether there is a need to reach new diverse communities.

- Lead: Program Managers, Diversity and Inclusion Manager
- Timing: ongoing beginning 1/1/23
- Priority: LOW

Goal 4: Nurture meaningful and reciprocal relationships between participants, families, and Thorne, such that Thorne creates a culture of trust and belonging.

Task 1: Develop strategy to expand interactions that allow for more personal connections between staff, Board and Thorne families.

- Lead: Equity and Inclusion Manager
- Timing: develop strategy 12/31/22; implement 1/1/23
- Priority: MEDIUM

Task 2: Research potential benefits of hiring a family advocate with case-worker skills to support needs beyond those directly related to programming for Nature Immersion Program and Nature Kids families so that they can more authentically participate in programming.

- Lead: Equity and Inclusion Manager
- Timing: research by 12/31/23; implement 1/1/24
- Priority: HIGH

Task 3: Research and develop an appropriate strategy to invite opportunities for Thorne family and community voices into feedback and decision-making processes for the organization including but not limited to serving on interview committees and the Thorne Board.

- Lead: Equity and Inclusion Manager and Executive Director
- Timing: research by 12/31/24; implement 1/1/25
- priority: LOW

Task 4: Research the value and appropriateness of home visits for Thorne staff and Board with Nature Immersion Program and Nature Kids participants, to gain cultural competence, deepen relationships with Nature Immersion Program and Nature Kids families, and increase Thorne's ability to remove barriers and support families with gaining access to nature.

- Lead: Equity and Inclusion Manager
- Timing: research 12/31/24; implement 1/1/25
- Priority: LOW

Goal 5: Build cultural competency in staff Board through authentic direct experiences that support their personal journeys to build meaningful relationships with the families and community we serve.

Task 1: Require all Board and staff members to attend at least two family-based programs and/or events per year that include Nature Immersion Program and/or Nature Kids participants.

- Lead: Equity and Inclusion Manager
- Timing: ongoing, beginning 1/1/22
- Priority: MEDIUM

Task 2: Establish annual personal cultural competency goal for all staff and Board members, including but not limited to: learning about one's own personal culture/ancestry and/or developing specific skills that support more meaningful interactions with diverse participants and families (such as Spanish classes). Staff and Board will share learnings annually.

- Lead: Equity and Inclusion Manager
- Timing: ongoing, beginning 1/1/23
- Priority: HIGH

Task 3: Create a plan to support all staff in building capacity and skills to better understand and respond to unique lived experiences and cultural context of community we work alongside.

- Lead: Equity and Inclusion Manager and Executive Director
- Timing: create by 12/31/23; implement 1/1/24
- Priority: HIGH

