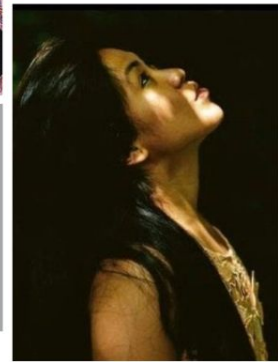
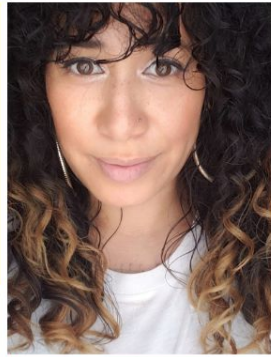


Change Network Program Overview







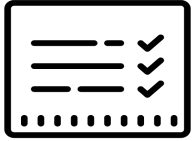
OF/BY/FOR ALL equips civic & cultural organizations to become **OF**, **BY**, & **FOR** their communities.

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.



COACHING to help teams overcome your obstacles.



COMMUNITY to bring together global changemakers to support each other, have fun, and co-create knowledge.

OF/BY/FOR ALL *does not* provide:



DEI trainings or workshops. There are so many amazing ones out there already! We hope and encourage you to seek out trainers from within your community or region.



Equity and Inclusion trainings. Our coaching staff will aide you through the program and offer support using our core concepts and frameworks, but we are not consultants.

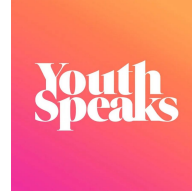
35 organizations
8 countries
15+ sectors
are making
inclusive change
with us right now.





MUSEUM OF THE CITY OF NEW YORK

OCTAGON



NORTH COAST LAND CONSERVANCY



Winnipeg's Contemporary Dancers



STORM KII ART CENT

PENN MUSEUM

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

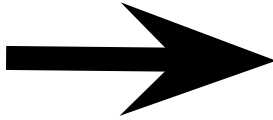
OF +

our community

programs are
co-created

BY

our community



institution is
welcoming

FOR

our community

THE CHANGE NETWORK

STAGE 0

**CORE
CONCEPTS**

STAGE 1

**CREATE
YOUR
VISION**

STAGE 2

**SELECT
YOUR
COMMUNITY
OF
INTEREST**

STAGE 3

**BE PRESENT,
LISTEN, &
LEARN**

STAGE 4

**MAKE YOUR
CHANGE
PLAN**

STAGE 5

**MAKE
CHANGE!**

THE CHANGE NETWORK

STAGE 0	STAGE 1	STAGE 2	STAGE 3	STAGE 4	STAGE 5
CORE CONCEPTS	CREATE YOUR VISION	SELECT YOUR COMMUNITY OF INTEREST	BE PRESENT, LISTEN, & LEARN	MAKE YOUR CHANGE PLAN	MAKE CHANGE!

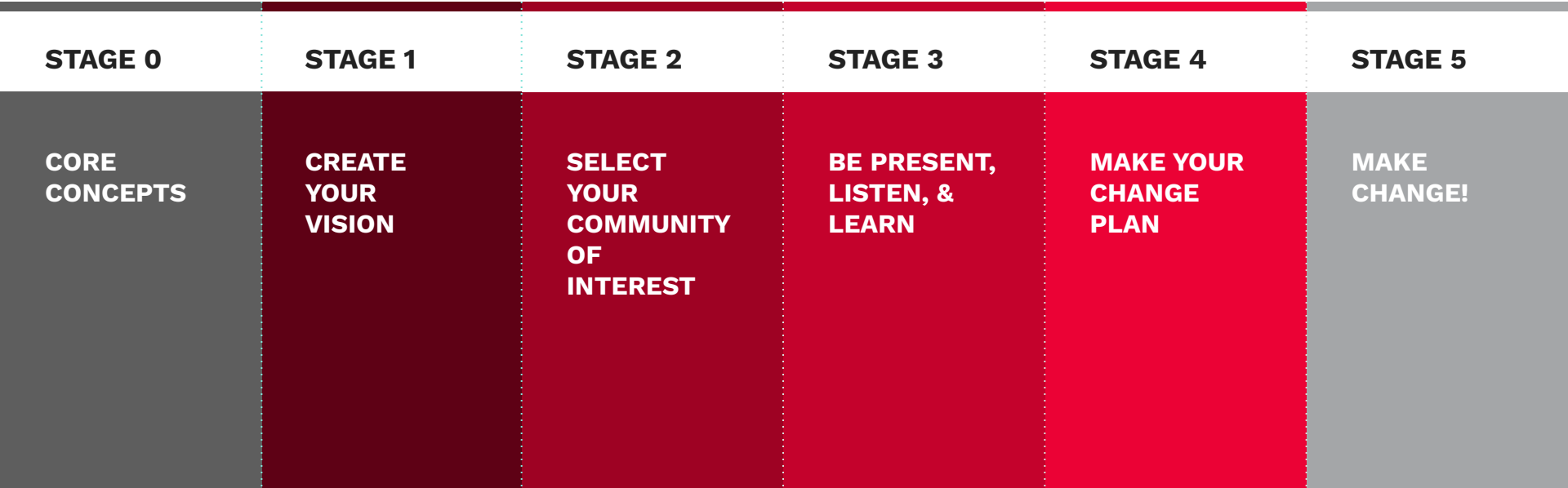
THE CHANGE NETWORK

STAGE 0	STAGE 1	STAGE 2	STAGE 3	STAGE 4	STAGE 5
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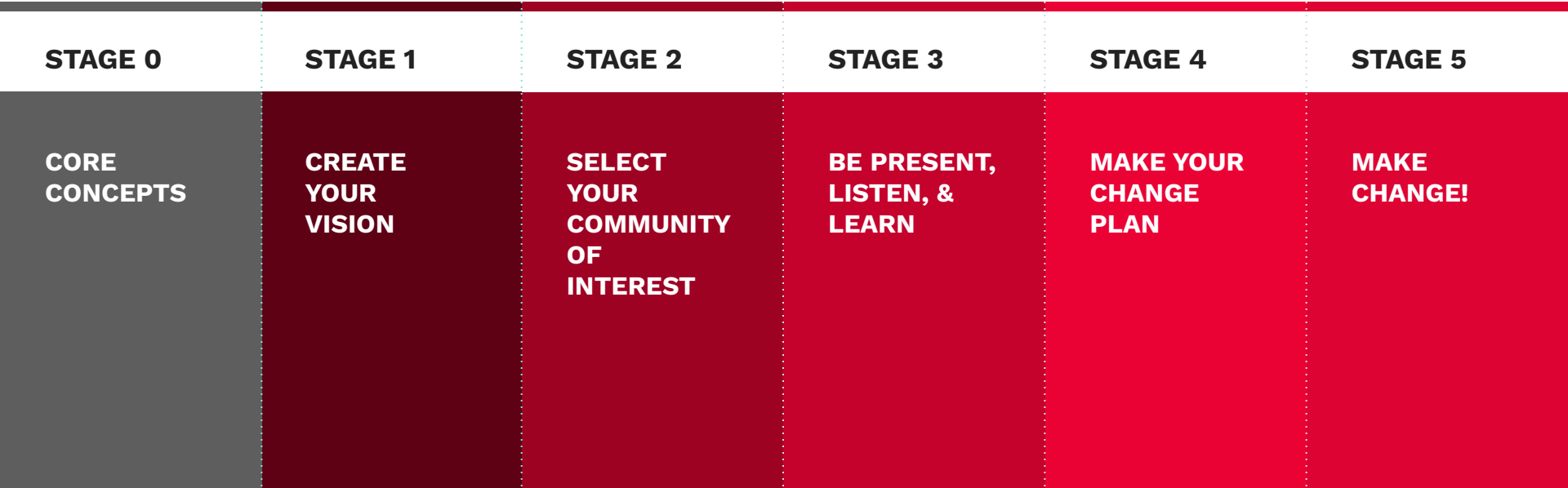
THE CHANGE NETWORK

STAGE 0	STAGE 1	STAGE 2	STAGE 3	STAGE 4	STAGE 5
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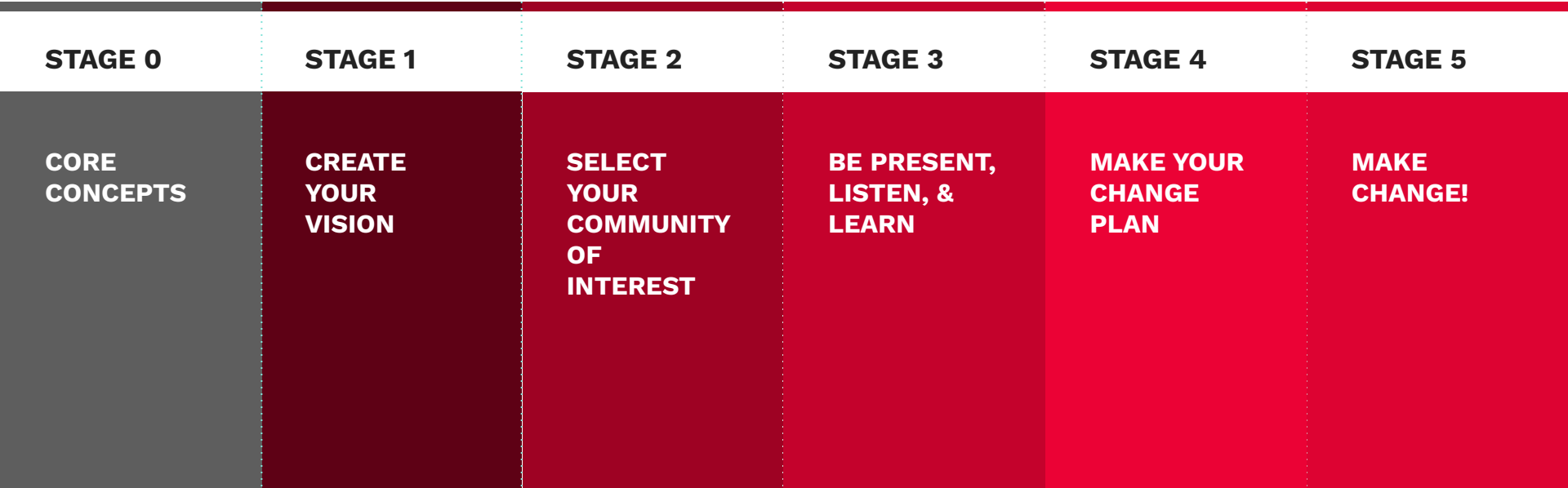
THE CHANGE NETWORK

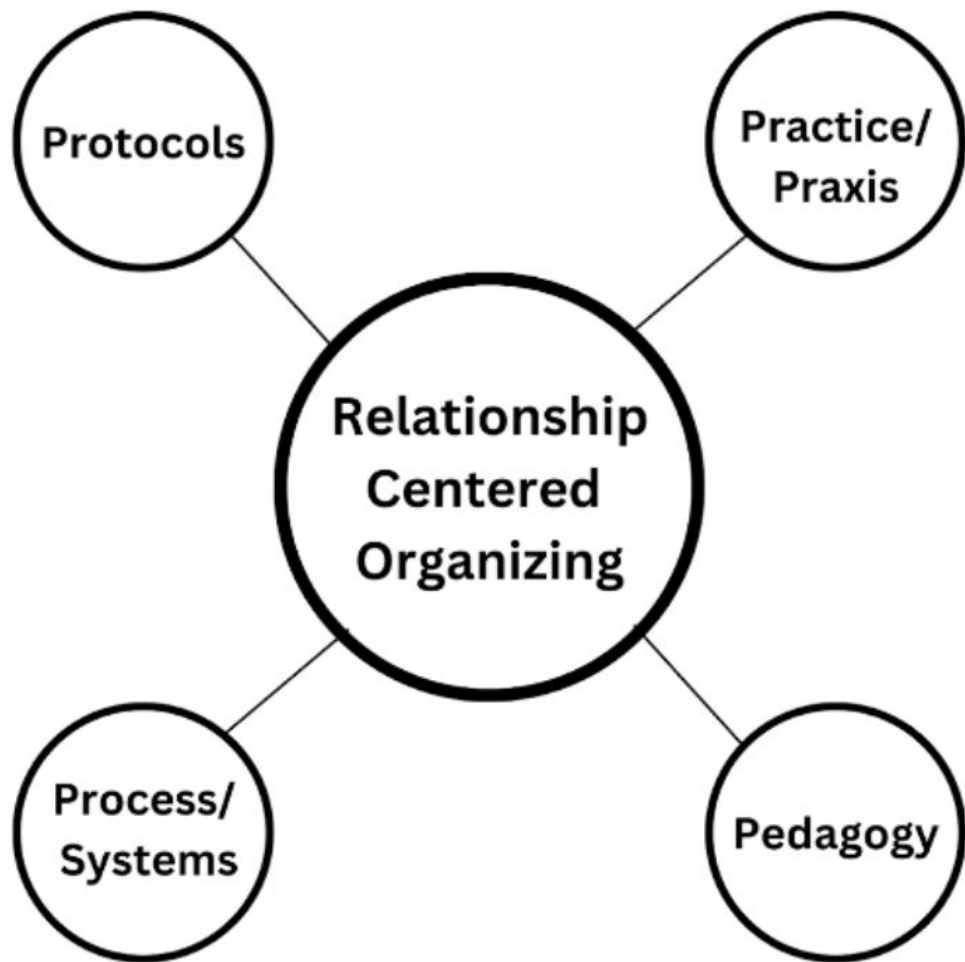


THE CHANGE NETWORK



THE CHANGE NETWORK





What might success look like in this program?

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.

**Measure your
progress by the
health of your
connections.**

What might you achieve in one year of relationship building with a community?

It depends on your baseline of **trust, investment, & connection.**

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It depends on your baseline of **trust, investment, & connection.**

LOW

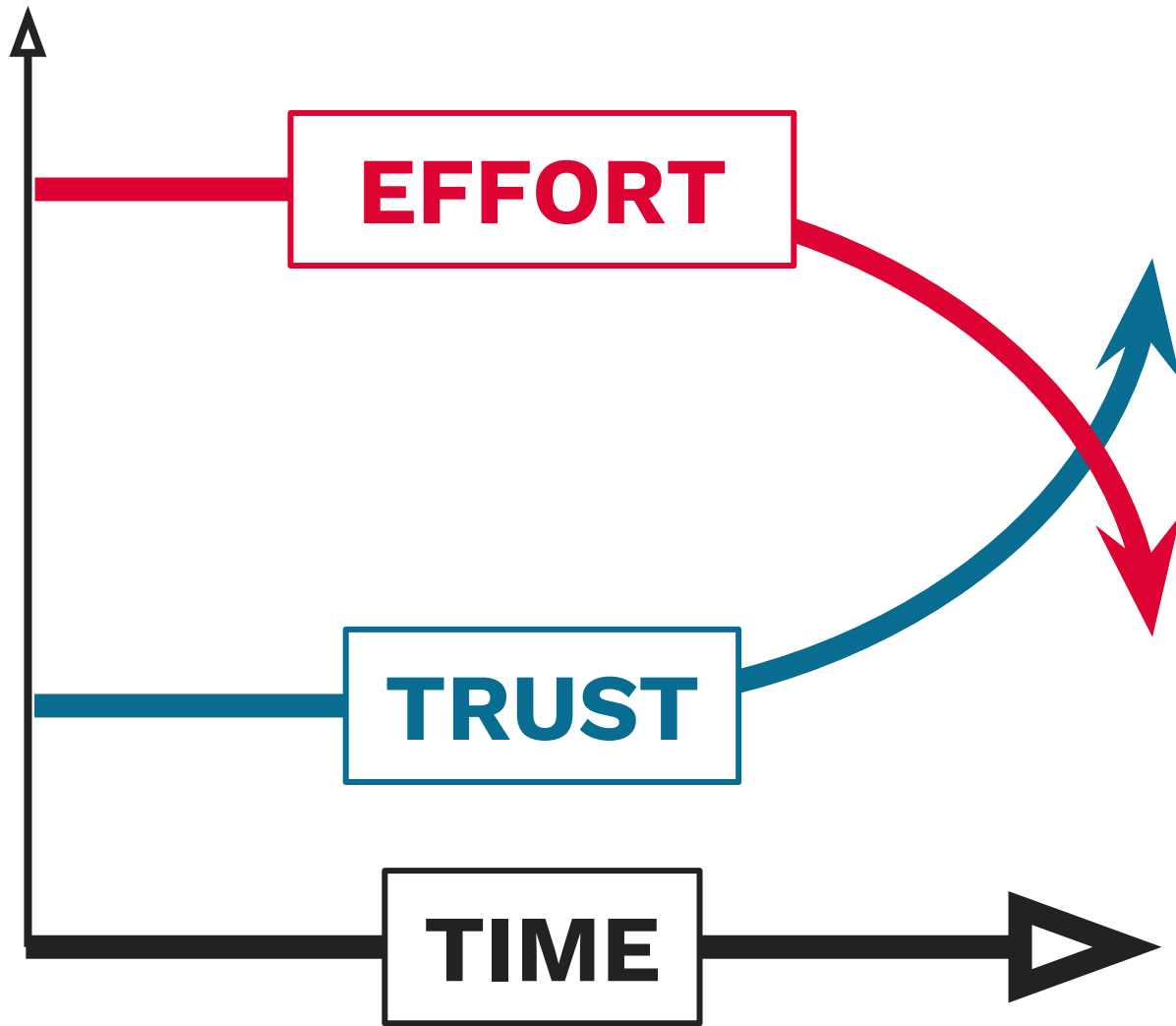
Success may look like:

OF: New partners willing to share job/board opportunities with their communities

BY: New community partners building relationships with 1-2 trusted staff

FOR: High participation in activities programmed “by” and “for” this community





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MODERATE

Success may look like:

OF: Community members joining staff and board

BY: Community partners forming relationships with many different staff members

FOR: More community participation beyond activities programmed “by” and “for” them



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MODERATE

Success may look like:

OF: Community members joining staff and board

BY: Community partners forming relationships with many different staff members

FOR: More community participation beyond activities programmed “by” and “for” them



HIGH

Success may look like:

OF: Community members on staff and board in non-token roles with high retention

BY: Partners leading projects at your organization & inviting you into their own outside projects

FOR: High community participation in many activities across the organization



Member Experience

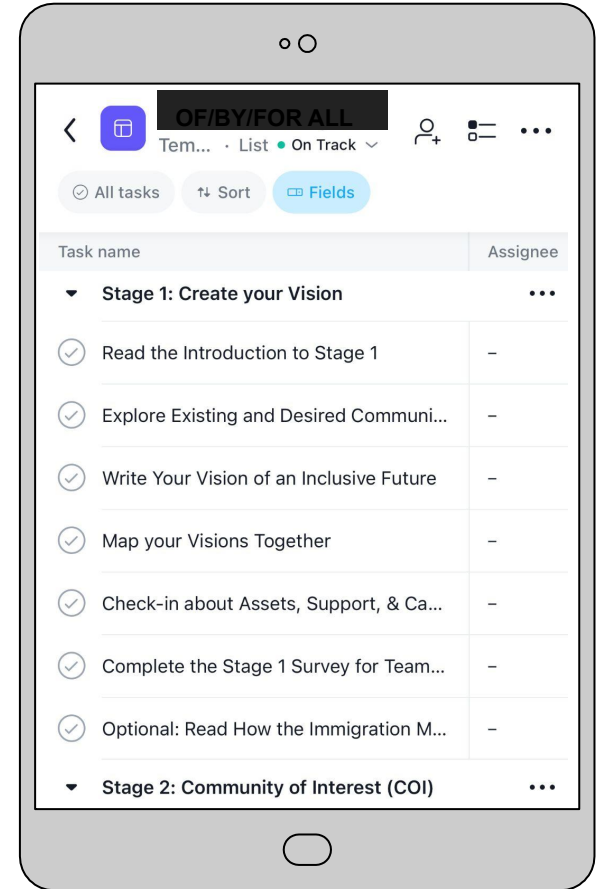
We deliver the Change Network program digitally in several ways:

- **A team dashboard**, for team-specific project management and progress tracking
- **Regular video call workshops**, for ongoing interactive activities
- **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, where you'll receive 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.



Write down your vision



Description

In this exercise, you will imagine your organization 5-10 years in the future. You will write a detailed story about the future you want to create - from the perspective of having already done it.

- Download [this handout](#), which provides guided prompts for this exercise.
- You can type your responses directly into the PDF, or you might choose to write your thoughts in a notebook or another note-taking device.

We're asking you to dream big. Imagine it's 5-10 years from now. Your efforts to grow more inclusive, equitable, and relevant have been wildly successful. Imagine a day in the life at your organization - AFTER you have implemented many changes to matter more to more people.

Imagine that day...

- People who weren't participating in the past are involved and energized.
- Their skills and talents have helped transform your institution.
- Together, you've built the joyful, equitable organization of your dreams.

What does that look like? What's different about your organization and your work? That's the vision you will write.

To write your vision

- Make sure you are comfortable and ready to write for 20 minutes. Radical imagining can be a bit

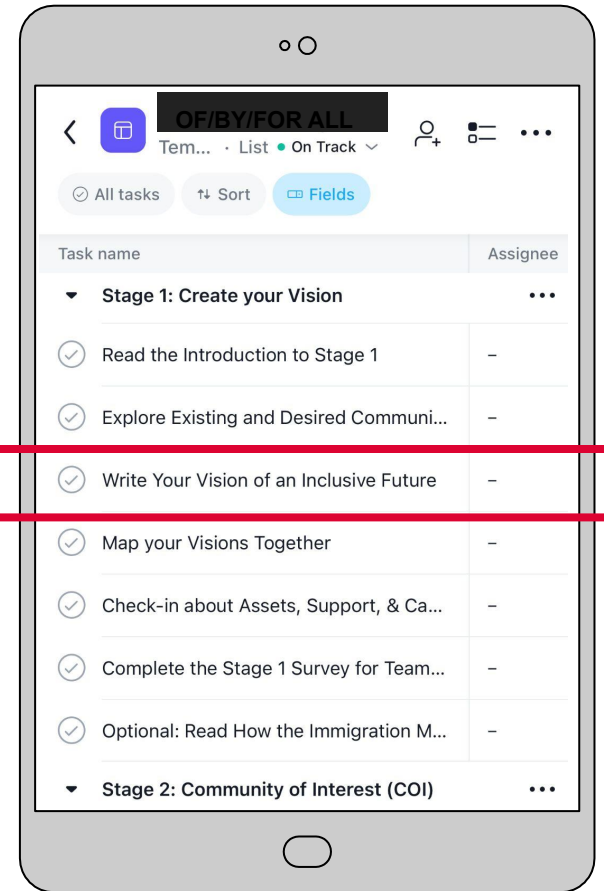


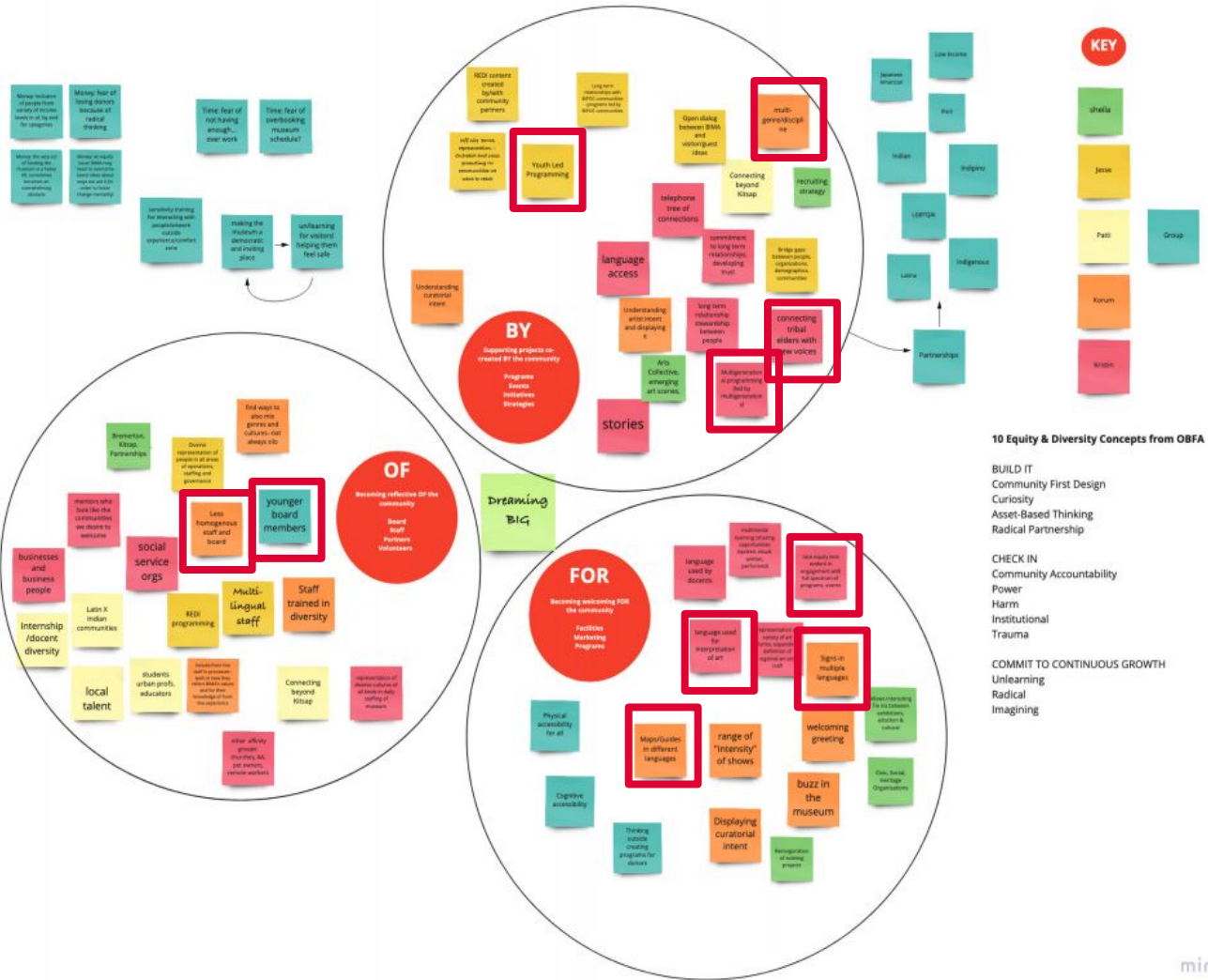
Ask a question or post an update...



Collaborators  +

 Join task





CHANGE PLAN EXAMPLES

OF

*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.

BY

*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.*

FOR

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.

The screenshot displays the user interface of the OF/BY/FOR ALL Change Network Community website. At the top, there is a search bar with the text "Search OF/BY/FOR ALL Change Network Community" and navigation icons for chat, notifications, and profile. A left sidebar contains a menu with options: Home, Discovery, Members, About, Topics, Events, and Affiliations. Below the menu is an "ONLINE NOW" indicator with three profile icons and an "Invite" button. The main content area features the community name "OF/BY/FOR ALL Change Network Community" with a "Manage" button and a plus sign. Below this is a text input field with a plus icon and the placeholder "Share what's on your mind...". There are also filters for "SHOWING PERSONAL FEED" and "SORTED BY LAST ACTIVITY". A "Featured" section is visible, containing two cards: "Videocall Recap: Demystifying C..." by Mateo Mossey and "A Four-Step Process for Unlearning" by Nina Simon. At the bottom, a comment from Caroline Fazzini of Mt. Cuba Center is shown, discussing a question about HR department policies and DEI practices. A "Host Help" button is located in the bottom right corner.

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Affiliations

ONLINE NOW

Invite

Search OF/BY/FOR ALL Change Network Community

OF/BY/FOR ALL Change Network Community

Manage +

A global community of changemakers taking action to make our institutions of, by, and for all.

+ Share what's on your mind...

SHOWING PERSONAL FEED SORTED BY LAST ACTIVITY

Featured

SEE MORE

NEW

Videocall Recap: Demystifying C...

On the All-Network call this month, we dove into the practical and messy components of working with Communities of Interest. We compiled a list of frequently asked questions about COIs to provid...

Mateo Mossey (the...

A Four-Step Process for Unlearning

Monthly All-Network Call Preview This Wednesday at our...

Nina Simon

You commented on this 2h ago

Caroline Fazzini
Mt. Cuba Center

Hi everyone! I have a sort of specific question from my HR department and am wondering if anyone has had past experience dealing with this. Have you/your organizations had success in approaching vendors or partners to apply positive peer pressure regarding changing their DEI policies & practices? For example, we are currently rebranding and wi...**CONTINUE**

Host Help

You can read posts, like, comment, ask questions... all the good stuff.



Janet Ellery
Te Manawa

Break Through Your B...

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 to 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! Does 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



Like asking for help to brainstorm ideas to tackle a longstanding challenge.



Lauren Benetua May 8, 2019
OF-BY-FOR ALL Staff

Janet Ellery, GREAT question. Finding the right questions to inspire meaningful responses is a legitimate study. Thank you for asking about such a critical topic!

...more



Susan Shifrin May 8, 2019
Artz Philadelphia

"What gets them out of bed in the morning" and "What makes them laugh" sound like perfect questions to me -- not "what do you need us to do for you" but "how can we better understand what makes you tick and meet you where you are." Good for you, Janet! Feels a bit like our evolving approach of asking

...more



Janet Ellery May 8, 2019
Te Manawa

Great way to think about it. The questions we've got at the moment includes these if it helps anyone:

- What makes you laugh?

...more



Nina Simon May 9, 2019
OF-BY-FOR ALL Staff

A couple thoughts...

1. Is there any way you could partner with or commission teens - even just a couple of them - to lead the conversation? The conversation may be deeper if it is of/by/for young people.

...more



Janet Ellery May 9, 2019
Te Manawa

hmm, food for thought. Yes we can get some teens to lead the conversation - our good friends over at the Youth Space would help us out there I think. In the back of our minds we were thinking small steps as well. It just kind of feels like the information we gathered during the first series of surveys wasn't quite

...more



Ally Hack May 10, 2019
Oakland Public Library

This is a great thread. I wonder if it's not a problem with the questions, but with the format of the survey. In what setting were the questions asked? Were they asked on paper? Verbally? Online? Maybe the "how" is something to reconsider. Surveys can ask a lot of people, so I'd think the more it feels like a

...more



Sarah Carr May 13, 2019
Museum of Work and Culture

Much of the success that we've had in activating youth in our community began with interns. Those one-on-one relationships are often easier to manage and give you a great window into the work your site is doing for youth in your community. This year, we had one intern from our local high

...more



Janet Ellery Jun 10, 2019
Te Manawa

We're very pleased to report some great outcomes from our latest foray. We attended the expo, which had over 3000 visitors (a lot for day of activities in a small regional city, most of whom were in their teens. We had 677 authentic engagements (ones where there was a face-to-face conversation with a staff

...more



Lauren Benetua Jul 10, 2019
OF-BY-FOR ALL Staff

Bob Ingrassia and Jess Turgeon, your current predicament made me recall Te Manawa's story here. Instead of thinking about how to get your community of interest to visit you, maybe begin a line of inquiry that explores what they care deeply about in general, and what you have to offer in response to that. Or

...more



Clare James Jul 16, 2019 from iOS
Techniquist

Garreth McTiffin Kelsey Barcelona very relevant to us. Thanks for posting Janet Ellery 🙏

...more



Clare James Jul 17, 2019 from iOS
Techniquist

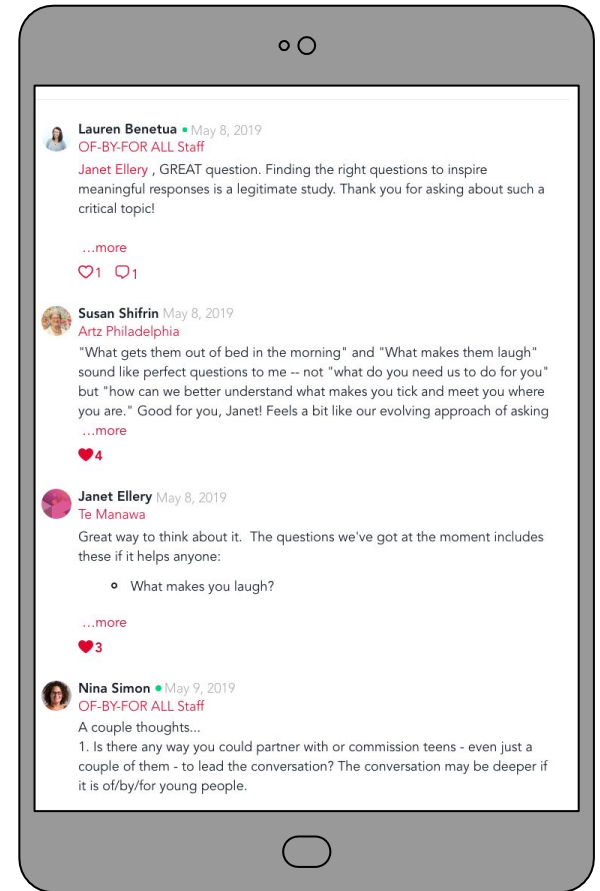
We'll report back on our own findings, Janet Ellery

...more





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 private network.
- Members and staff host monthly webinars on topics of high interest to many members. Recent topics included a **Team Champion's Huddle** and **Cultivating a Liberatory Culture** in partnership with Lead 4 Liberation.
- Members can send direct messages to anyone in the network, building relationships and learning from each other.



Everything public is archived.



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ONLINE NOW ●




Invite

Search OF/BY/FOR ALL Change Network Community




Topics Manage +




Videocall Recaps

We host a live session each month related to one of the OF/BY/FOR ALL Tools for Change. These calls often include...




We are the Changemakers

Yup, that's us. All of us. This is the place to get to know each other better, sharing more about ourselves, our experiences...




FAQs

Resources to walk you through how to use our Change Network platform.




Leading Change

How do you share, spread, and advance your OF/BY/FOR ALL efforts? Share your leadership challenges, questions, thorny...



Celebrate Progress

Every experiment. Every action. Every partnership. It all matters! This is the place to share your projects, celebrate...



Break Through Your Barriers

We've all got obstacles in our paths to inclusion. Share your thorniest challenges, awkward encounters, and downright...

Host Help ²



**But wait... can my
organization really
do this?**



Commonly Asked Questions

Common Questions

Do you need to already have experience with DEI work to get started with the program?

No.

Common Questions

What is the time commitment?

The program is self-paced. But as a starting point, you can estimate about 1-3 hours per week for team members and 3-5 hours per week for team champions.

Common Questions

**What if we don't know what
community we want to work
with yet?**

That's OK!

Common Questions

**What if we we're not sure
about our team yet?**

You can still apply. Your team can grow and shift as you move through the program and surface needs and new insights.

Common Questions

Funding is tight. What kind of payment arrangements can be made?

There are options.

Common Questions

**We're not sure if we're ready.
Is this the right time to get
started?**

There's never a "perfect time" to start, and now is always the perfect time to start. Consider being willing to start without feeling "ready."

Common Questions

We're concerned about capacity. Do we really have the capacity to do this right?

You will find the capacity for what you make a priority. You are capable of doing this work right now with the resources you currently have.

What Our Members Have Learned

SLOW IS THE WAY TO GO

In fact, it's encouraged in relationship building

*There is power in just getting to know people - **Let go of needing to accomplishing anything***

*Listen, learn and unlearn to empower your community - **Uncover what matters to them***

*When community members or partners come to you, that's when you know trust has been built - **Switch from transactional to relational ways of engaging***



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PARTNER POWER

You can't do this alone

*Building a beautiful revolutionary future within an organization is not the job of a single passionate individual - **The change team is essential***

*Your partner's success is your success - With this mindset, **your organization can become BY your community***



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CREATING A CULTURE OF CHANGE

It takes as long as it takes!

*Program completion in 12 months is actually NOT the goal. **Creating lasting institutional change is***

*Don't just check the boxes, **embody the work** and integrate it into how the organization operates at all levels*



Dates and Pricing

When is the right time to join?

- Rolling applications are open now!
- We launch 3 cohorts annually, one per quarter in Q1-Q3.
- Each cohort includes teams from 10-20 organizations around the world.
- Spots will be filled on a first-come, first-served basis.

The application process is simple. All applicants should demonstrate:

- Financial capability to participate. (Talk to us about payment arrangements.)
- Ability to assemble an institutional team, led by a team champion
- Support from the team champion's supervisor and executive team
- Compelling reason and capacity to participate



Application Deadline

July 24th, 11:59 p.m. PST

The annual fee for the Change Network is on a sliding scale based on organizational budget size.

Budget Size	Annual Fee
Under \$100,000	\$1,000
\$100,000 - \$500,000	\$2,000
\$500,000 - \$2,000,000	\$4,000
\$2,000,000 - \$5,000,000	\$7,000
\$5,000,000 - \$10,000,000	\$10,000
\$10,000,000+	\$20,000



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



Let's Talk!

So what do you think?
Curious? Have more
questions?

**Schedule a 30-minute
meeting with Vanessa:
bit.ly/changenetworkqa**





Join

The

Network

www.ofbyforall.org/change-network-apply