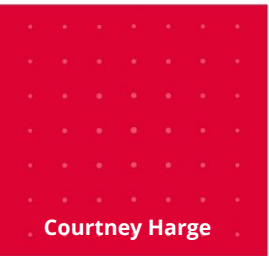


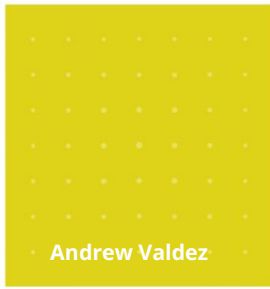
# Change Network Program Overview



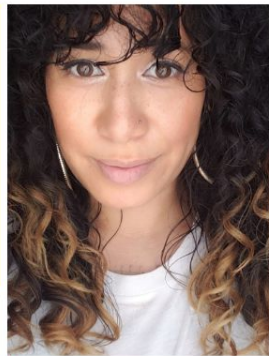
# WHO & WHAT IS OF/BY/FOR ALL?



Courtney Harge



Andrew Valdez



Lu Aya



Jana Lynne Umipig



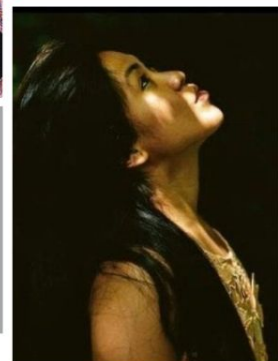
Lauren Benetua

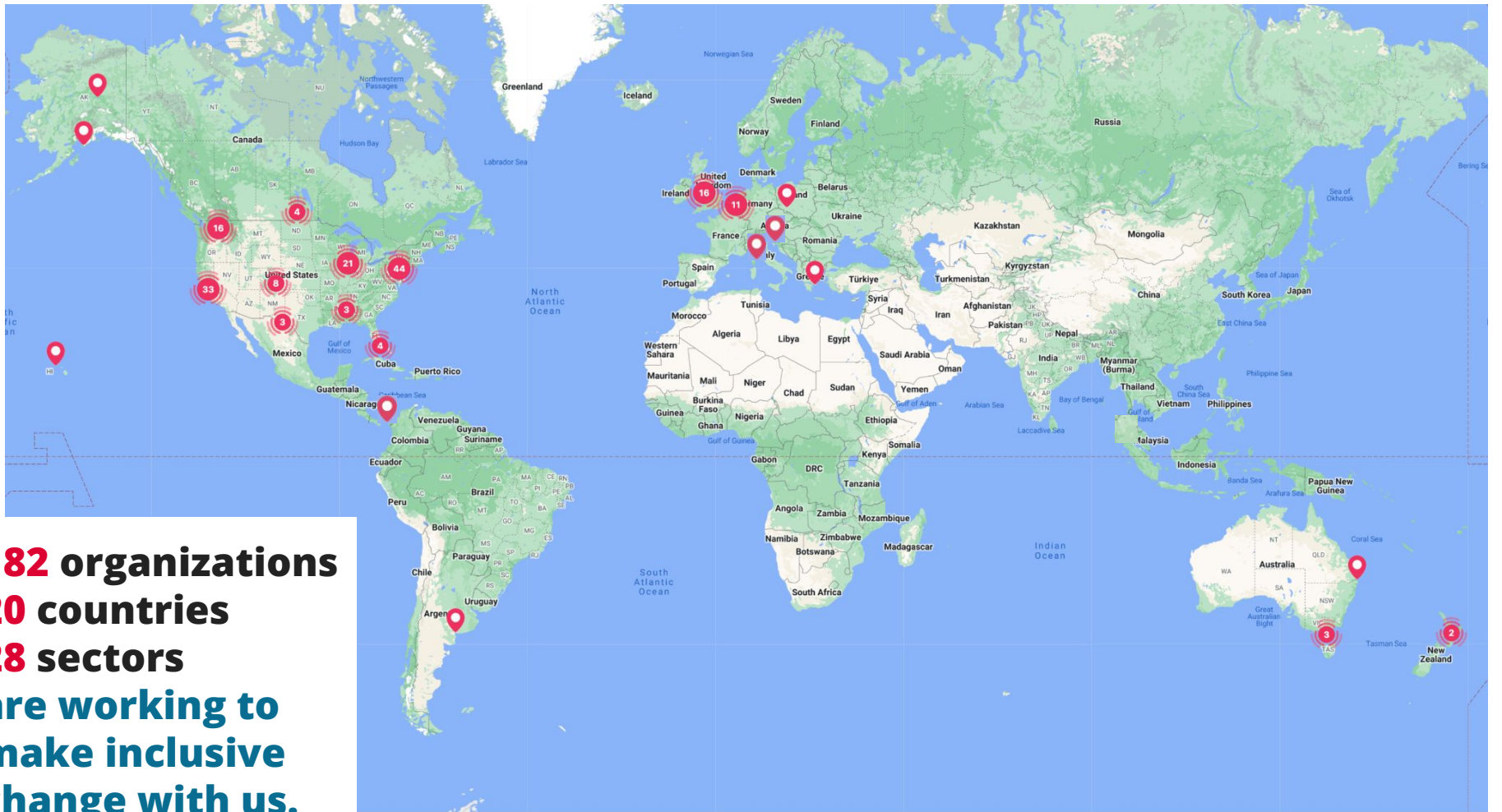


Vanessa Ramalho



Siena Beacham







**What makes the  
Change Network  
different?**



# How Can the Change Network Be Valuable For Your Organization?

- Our process emphasizes embodiment and practice so that you are living out your commitments to equity on a daily basis.
- Engaging fully with our process enables change in several forms:
  - As individuals
  - As a team
  - Organizational culture shifts
  - Transformation in community relationships
  - Systemic changes to policies and operations



# Member Stories

“I wouldn't understand the relationship a play would have with my community unless I was out there, engaged with them,” said Joe. “Now I’m at the point in my career where I fully understand the power of how I can make other people feel, the power that I have for positive change, and the responsibility I have to promote that change and provide a space for that change.”

- *Joe Wilson, Jr.*, Trinity Repertory Theater’s Coordinator of Activism Through Performance



*Rehearsal for black odyssey (2019) - Co-Directors Jude Sandy and Joe Wilson, Jr.*  
**(Photo: Maxwell Snyder)**

# Member Stories

“OF/BY/FOR ALL is an amazing scaffold. We now look at everything through those OF/BY/FOR ALL lenses. An organization like ours is wholly dependent on trust. We won’t survive without that.”

- *Susan Shifrin*, ARTZ Philadelphia’s founder and executive director.



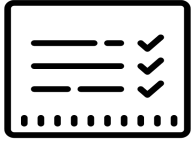
Members of the ARTZ Philadelphia Community advisory group in Hunting Park **(Photo: ARTZ Philadelphia)**

The Change Network process is an **embodied practice** of equity and inclusion that focuses on **care-based relationship building**.

These practices enable your team to transform how they work, how they see the world, and how they build bridges with communities toward sustainable change in representation, operations, programmatic offerings, and more.



# 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.



## **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

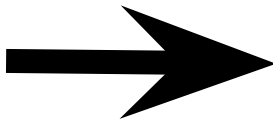
**OF** +

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**

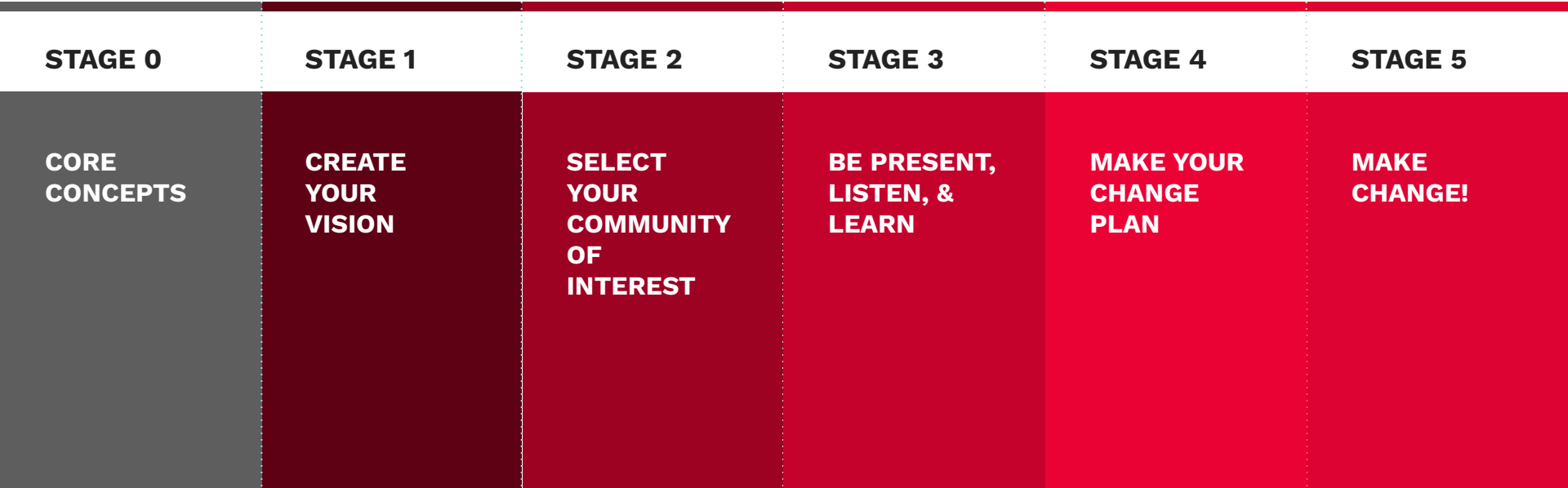
**STAGE 4**

**MAKE YOUR  
CHANGE  
PLAN**

**STAGE 5**

**MAKE  
CHANGE!**

# THE CHANGE NETWORK



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

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



## 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

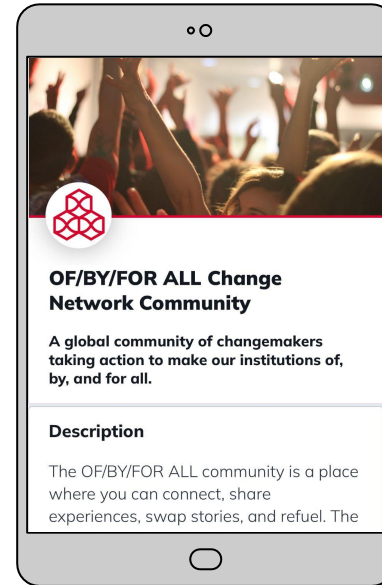
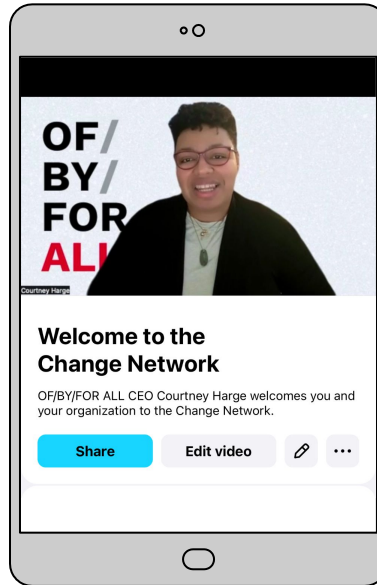
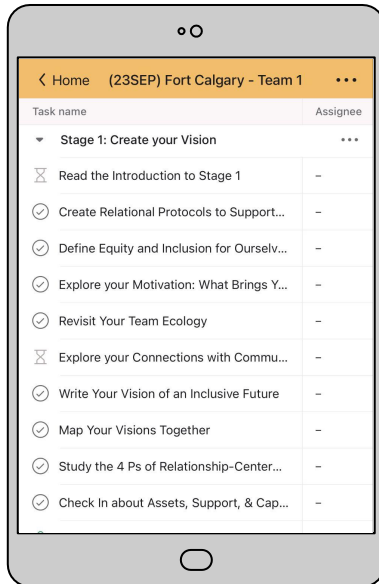
Success may look like:

*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

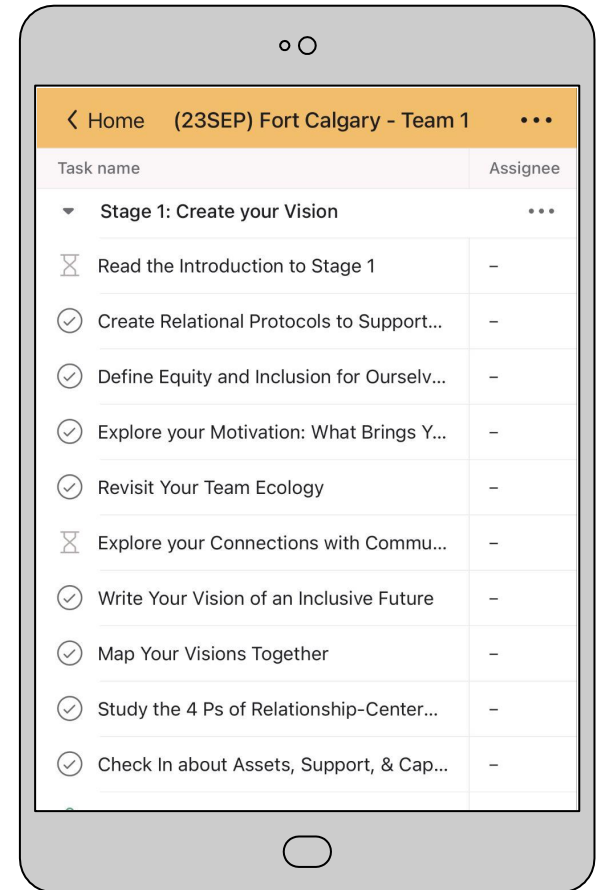
# We deliver the Change Network program digitally in several ways:





## 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.



# The Community site is a private social network.

The screenshot shows a web interface for a private social network. At the top, there is a navigation bar with a logo on the left, a search bar containing the text "Search OF/BY/FOR ALL Change Network Community", and icons for chat, notifications, and a profile picture on the right. A left-hand sidebar contains a menu with items: Home, Discovery, Members, About, Topics, Events, and Affiliations. Below the menu, there is an "ONLINE NOW" section with three profile icons and an "Invite" button. The main content area features a header for "OF/BY/FOR ALL Change Network Community" with a "Manage" button and a plus sign. Below the header is a description: "A global community of changemakers taking action to make our institutions of, by, and for all." A text input field with a plus icon and the placeholder "Share what's on your mind..." is positioned below the description. Underneath, there are two dropdown menus: "SHOWING PERSONAL FEED" and "SORTED BY LAST ACTIVITY". A "Featured" section with a "SEE MORE" link follows. This section contains two featured posts. The first post, marked with a red "\*NEW\*" tag, is titled "Videocall Recap: Demystifying C..." and includes a small video icon. The second post is titled "A Four-Step Process for Unlearning" and includes a graphic of a brain. Below the featured posts, a comment is displayed from "Caroline Fazzini" of "Mt Cuba Center", posted "2h ago". The comment text reads: "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". A "Host Help" button with a question mark icon is located in the bottom right corner of the main content area.

# 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



**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  
Techniquet

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

...more



**Clare James** • Jul 17, 2019 from iOS  
Techniquet

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


...more



## 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
- 



# **2024 Application Deadlines**

**Feb 16th, 11:59 p.m. PST**  
**April 19th, 11:59 p.m. PST**  
**July 19th, 11:59 p.m. PST**



**Now it's**

**Time for**

**The Q&A!**

# Let's Talk!

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

**Schedule a 30-minute meeting  
with the OF/BY/FOR ALL team:**  
[bit.ly/change-network-questions](https://bit.ly/change-network-questions)







**Join**

**The**

**Network**

[www.ofbyforall.org/change-network-apply](http://www.ofbyforall.org/change-network-apply)

# Next Event

Building a better future requires imagining that future, today. How do we know where to begin? **Courtney Harge, CEO of OF/BY/FOR ALL**, will present a pathway to both imagining and realizing a beautiful, revolutionary future. Join her to learn how to begin building that future in your jobs, organizations, and communities.

The presentation will be followed by a Q&A and open discussion.



Wednesday, January 17, 2024 | 2:00 - 3:30 PM EST | Live on Zoom