

**AMERICAN RIVERS BOARD OF DIRECTORS—FY21 Progress Report
DIVERSITY, EQUITY, AND INCLUSION PLAN (Adopted June 2019, updated June 2021)**

The American Rivers Board will cultivate diversity, promote equity, and foster inclusion in all aspects of our work.

1) To cultivate diversity, inclusion, and equity, we will identify, recruit and engage board members and leaders who reflect the diversity of the communities we serve:

Tactic 1.1	Benchmarks/Actions	FY20	FY21	FY22	FY23	FY24
<p>Identify, cultivate and recruit board members with diverse backgrounds and areas of expertise*</p> <p>* In addition to the board recruitment priorities identified in the benchmarks, we will continue to consider geographic diversity, cumulative board giving capacity, LGBTQ+ representation, inclusion of persons with disabilities, diversity of socio-economic backgrounds, and diverse points of view (political and other).</p>	<p>Create a board matrix to identify gaps on the board related to race, ethnicity, age, gender, geographic regions, urban communities, and other criteria required to build an exceptional board for the future of American Rivers. Update and revise matrix annually.</p>	<p>The Governance Committee created an extensive board matrix spreadsheet to help identify gaps on the board, guide recruitment efforts and better track progress toward building a diverse and exceptional board. Directors were asked through a survey to self-identify so that we populate the matrix accurately.</p>	<p>The Governance Committee continues to use the Board Matrix to identify gaps on the board, guide recruitment priorities and track progress. New board members are asked to complete a Self-Identification Survey about their areas of expertise, gender identity and demographics.</p>	X	X	X
	<p>Use available national data on race, ethnicity and gender from the U.S. Census, together with the board matrix, to inform board recruitment priorities, strategy and outreach.</p>	<p>Data was gathered from the US Census Bureau for AR's priority basins to facilitate board recruitment strategies by developing a greater understanding of the demographics of our priority basins and the Board of Directors.</p>	<p>The American Rivers Board references national demographic data to inform our board recruitment— per 2019 Census estimates, the U.S. is approximately 40% Black, Indigenous and people of color.</p>	X	X	X
	<p>Increase racial and ethnic diversity on the board.</p>	<p>Ongoing. Racial and ethnic diversity has increased to 22% people of color (from 12% in FY19).</p>	<p>Due to term limits and Biden Administration transitions, coupled with some board prospects of color who have ultimately</p>	X	X	X

			declined our offers to join the board for personal reasons, racial and ethnic diversity is 17% Black, Indigenous and people of color. Increased racial/ethnic diversity is a major priority for board recruitment in FY22.			
	Increase age diversity on the board by adding members under the age of 45.	Two new Directors under age 45 were added in FY20.	There is currently just one Director under the age of 45. This is a priority for recruitment in FY22.	X		
	Share our organizational DEI priorities, goals and progress with our regional river councils and encourage them to increase racial and ethnic diversity in their membership.	In November, our CEO and a Director shared our DEI priorities and progress to goals with the Colorado River Council. This and future progress reports will be shared with all of the regional councils.	AR's DEI priorities were shared at a meeting with all of the regional river council co-chairs in March 2021. Staff and council co-chairs are developing more diverse pipelines for membership. This report will be shared with our river councils in Summer 2021.	X	X	X
	Maintain or increase gender balance on the board.	We increased gender balance on our board to 44% women and 56% men (from 36% women and 64% men in FY19).	The AR Board is currently 43% women and 57% men. Improved gender balance remains a priority for board recruitment in FY22.	X	X	X

Tactic 1.2	Benchmarks	FY20	FY21	FY22	FY23	FY24
Engage, cultivate, and empower board leaders with diverse perspectives and experiences.	Ensure transparency in processes and opportunities for diverse representation in board leadership.	Before developing a slate of officers and roster of committee chairs, the Board Chair inquires of every board member whether they're interested in taking on a leadership role. With those	AR Board leadership has solicited input and nominations from the board and the Board Chair is having 1:1 conversations with many board members	X	X	X

		responses in mind, the Board Chair develops recommendations for the coming year to be reviewed by the Governance Committee and adopted by the full board.	to assess their interest in leadership roles.			
	Expand representation in board leadership (Executive Committee members, committee chairs & board officers) from communities of color.	6% of board leadership positions are people of color (decrease from 11% in FY19)	Per committee assignments for FY22, 20% of board leadership positions are held by Black, Indigenous or people of color.	X	X	X
	Maintain or increase representation of women in board leadership positions.	39% of board leadership positions are women (increase from 28% in FY19)	Per committee assignments for FY22, 50% of board leadership positions are held by women.	X	X	X

2) To ensure a welcoming environment, we will cultivate and sustain an inclusive board culture:

Tactic 2.1	Benchmarks	FY20	FY21	FY22	FY23	FY24
Regularly assess board member engagement & board culture	Revise Annual Board Assessment to assess board culture and perceptions of inclusion and belonging.	The Annual Board Assessment survey questions were revised to better gauge board culture and our progress on inclusion, equity and diversity.	Completed in FY20.			
	Annually measure board member engagement, culture and inclusion through Annual Board Assessment.	19 responses to the revised Annual Board Assessment survey were collected in November and a report on the results was made to the board in February 2020.	15 responses to the Annual Board Assessment survey were collected in December 2020 and a report on the results was provided to the AR Board in February 2021. 73% of the respondents indicated that they are not fully satisfied with the current level of board diversity. Increased leadership by board	X	X	X

			members of color was noted as an area where we can and should do more to share power on the board.			
	Revise Board Meeting Evaluation form to better assess inclusion on the Board and opportunities for full participation.	The Board Meeting Evaluation form was revised to include the questions <i>“Are there ways we could have been more inclusive during the meeting? Were there any activities that seemed to exclude you or others?”</i>	Completed in FY20.			
	At the conclusion of each board meeting, distribute the Board Meeting Evaluation to assess inclusion and opportunities for full participation by all board members.	The revised Board Meeting Evaluation questionnaire was distributed at the February 2020 board meeting and will be distributed during the virtual June 2020 board meeting.	The revised Board Meeting Evaluation questionnaire is distributed after every board meeting. The Board Chair and CEO are integrating more inclusive meeting facilitation tactics into our board meetings—including asking people to pause before speaking, be conscious if you’ve already spoken, and specifically giving everyone an opportunity to speak before calling on Directors for a second time.	X	X	X

Tactic 2.2	Benchmarks	FY20	FY21	FY22	FY23	FY24
Adopt inclusive policies, practices and behaviors that support and value different perspectives and experiences.	Develop and implement guidelines to actively mentor and orient new board members and seek feedback on mentoring process.	TBD	To Do: through the Governance Committee, create a Mentors Circle of board members who want to serve as mentors to newly elected board members. This group will meet at least annually to discuss the experience of being a board mentor and how we can improve mentorship for new board members. Inaugural meeting to be held in Fall 2021. For each new board member, we'll seek a volunteer from the Circle to match with the new Director.	X	X	X
	On a biennial basis, review and revise (as appropriate) board recruitment processes, materials, orientation, on-boarding, mentoring, etc., to improve diversity and inclusion.	Ongoing. We began the process of reviewing and revising board recruitment processes and materials by (1) updating the Guidelines for Service, and (2) developing a board prospect interview sheet.	To further diversify the AR Board, we must expand recruitment beyond the networks of current board members so we are relying more on staff networks, media and partner organizations. We added a section to the New Board Member Orientation on DEI so new board members have an understanding of our organizational DEI priorities and goals. Orientation was held and recorded in February 2021. Staff/Board Equity + Justice Discussion session on June 10, 2021 to focus on equity in board recruitment.	X		X

	<p>Allocate resources (e.g., meeting time, money, personnel, etc.) to periodically provide DEI-related education and awareness-raising opportunities for the board.</p>	<p>The Governance Committee consulted with consultant Angela Park. Based on her advice, it developed a proposed list of DEI Competencies that it suggests the board further develop and be trained on. The committee recommends that a training on the legacy of racism in the environmental movement be provided in 2020 (likely October). The board also is partnering with staff to create an optional Race & Equity discussion group that will launch by 2021. American Rivers (including one board member) participated in the Environment + Equity Leadership Cohort (E2LC), a year-long leadership development program sponsored by the William and Flora Hewlett Foundation.</p>	<p>The AR Board and DEI Committee worked extensively in FY21 with JEDI consultant Marcelo Bonta in small group sessions as well as two full board sessions. In October 2020, the board developed stronger consensus about the connection between DEI and our mission. In February 2021, the board explored the importance of and how to foster a more inclusive board culture. Members of the board also collaborated on four Staff & Board Equity + Justice discussion groups in 2020 that covered the history of racism in the mainstream conservation movement and AR's founding and history, among other topics. The Board has requested a proposal from Bonta to plan and facilitate two additional full board sessions in September 2021 and February 2022.</p>	<p>X</p>	<p>X</p>	<p>X</p>
	<p>Audit current policies and practices with an equity lens.</p>	<p>Not an FY20 benchmark.</p>	<p>With assistance from our General Counsel, the board is creating an inventory of board policies and practices that we'll include in the audit. Once the inventory is complete, we'll seek a bid from Avarna to conduct the audit in FY22 or FY23.</p>		<p>X</p>	

3) To ensure accountability, we will monitor and share our progress:

Tactic 3.1	Benchmarks	FY20	FY21	FY22	FY23	FY24
Ensure leadership and organizational transparency on board diversity, equity, and inclusion and annually monitor our progress to goals.	Assign ongoing responsibility for oversight and advancement of board diversity, inclusion, and equity action steps and benchmarks to the board Governance Committee (or a subcommittee thereof).	The Board Governance Committee is spearheading this effort.	In August 2020, the board formed the DEI Committee co-chaired by Abi Rome and Angela Wiggins and with participation of the Board Chair, CEO, and key staff leaders on DEI.			
	Annually assess performance to goals to inform our work and adjust as necessary.	Each June, this Progress Report will be updated and presented to the AR Board. The FY20 (Year One) report was provided to the board in June 2020.	This FY21 Progress Report will be shared and discussed with the AR Board in June 2021. In addition, a session on the June 2021 board agenda will be devoted to an overview of AR's organization-wide DEI Plan, priorities, progress and gaps.	X	X	X
	Annually share the board's progress to goals with AR Board, Staff and regional river councils.	This Progress Report will be shared with the AR Board, staff, and regional river councils each June.	This Year 2 Progress Report will be shared on AR's website and with staff and regional river councils after our June 2021 board meeting.	X	X	X