



United Way  
of Larimer County

# CULTURE OF EQUITY COHORT PROGRAM

FOR LARIMER COUNTY NONPROFITS

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## OUR COMMITMENT TO EQUITY

We are a Larimer United. We believe that equity is achieved when systemic, institutional, and historical barriers based on race, gender, sexual orientation, and other identities no longer predict socioeconomic, education, and health outcomes. We stand in firm opposition to all forms of racial and ethnic discrimination – and we know that is not enough. We actively seek opportunities to learn with and from our partners, stakeholders, supporters, and community members to better understand the complicated history of racism. We commit to advancing equity and justice through practice and policy changes at UWLC and catalyzing a shift from charity to change-making within our four focus areas of Youth & Education, Financial Stability, Nonprofit Excellence, and Community Engagement.

We acknowledge that incorporating diversity, equity, and inclusion into our practices is an ongoing learning process, and as a result, we consider this statement to be a living document which reflects our evolving approach. We invite you to join us in making Larimer County a community where all people feel valued, safe, and have the opportunity to thrive.

## ABOUT THE CULTURE OF EQUITY COHORT PROGRAM

APPLICATION PERIOD: MARCH 30<sup>TH</sup> - APRIL 15<sup>TH</sup> | COHORT TIMELINE: MAY–OCTOBER 2022 | COST: FREE | CONTACT: MORGAN VANEK, DIRECTOR OF NONPROFIT EXCELLENCE, AT [MVANEK@UWAYLC.ORG](mailto:MVANEK@UWAYLC.ORG) OR (970) 407-7045

### INTRODUCTION

At United Way of Larimer County (UWLC), we believe the nonprofit sector plays a vital role in creating and maintaining a resilient community. The identity-based disparities in access and outcomes revealed during the COVID-19 pandemic, as well as the ongoing cultural discourse around racism in our country that began in 2020, prompted many local nonprofits to recognize their need for capacity building support to advance equity within their organizations. UWLC is committed to providing resources for Larimer County social services providers that contribute to their ability to serve people in our community and strengthen our collective resiliency.

To support this need, UWLC will select up to 10 local nonprofit organizations to participate in a six-month Culture of Equity Cohort program from May–October 2022. This series of training and work sessions will focus on the development of knowledge, awareness, skills, and confidence for nonprofit leaders who seek a path forward toward a more diverse, equitable, inclusive, and just organization. There is no cost to participate in this program.

### PROGRAM DESCRIPTION

This professional learning experience is designed to equip participants with an equity mindset, skillset, and actions to build inclusive cultures within their organizations and communities. Through intentionally sequenced, two-hour facilitated conversations, participants will:

- Gain insights into the principles of diversity, equity, inclusion, and justice
- Develop awareness of organization change processes
- Evaluate their organizational systems through an equity lens
- Examine the role of power and privilege
- Rethink organizational policies and practices.

The training will give participants the knowledge they need to support a more diverse, equitable, and inclusive workplace. The goal of the cohort is to scale equity work across a diverse range of organizations through ongoing peer learning and support. Together, participants will take a journey from awareness to action with a focus on practical application and learn how to apply principles and core tenets of diversity, equity, inclusion, and justice to develop a culture of equity.

During monthly virtual sessions, participants will engage as members of an ongoing learning community focused on developing equitable organizational cultures. This unique structured learning opportunity allows participants to delve into diversity, equity, inclusion, and justice with peers who face similar challenges. Cohort participants will gain valuable skills and strategies to advance DEIJ initiatives through this program, which is designed for professionals both new to and experienced with equity work. The cohort will be a safe space for learning, growth, and community building.

## ABOUT OUR FACILITATOR

### Coronda Ziegler

Coronda Ziegler has worked to influence change in organizations for more than 20 years. She has helped organizations develop inclusive business strategies by asking questions, developing relationships, challenging the status quo and connecting with front-line employees, managers, and senior leadership to drive strategic change. She is known for decoding the roadblocks that lead to organizational change. Her ability to give perceptive, compassionate, and relatable feedback helps organizations cut through their issues and institute meaningful, effective, and sustained change. She consults with organizations of different sizes and sectors in the areas of diversity, equity, and inclusion; organizational culture; training, learning, and development; inclusive hiring and onboarding, and leadership development.



Coronda serves as a Student Success Manager at Colorado State University where she is responsible for the planning, development, and implementation of multifaceted, cross-divisional, university-wide programs; Graduate Coordinator for the M.Ed. in Organizational Learning, Performance, and Change through Colorado State University. Coronda has a PhD in Education and Human Resource Studies, with emphasis in Organizational Learning, Performance, and Change.

## PARTICIPANT REQUIREMENTS AND KEY DATES

Applicant organizations should select 2-3 staff members to participate in the cohort. The individuals selected should possess a deep familiarity with and understanding of their organization's culture and the willingness and capacity to engage in this work for the duration of the program. Participants do not need to be Executive Directors; however, the program's emphasis on the application of learning means they will require access to and support from their organizations' executive leadership.

Throughout the program, participants will be asked to self-reflect on their own experiences, apply the lessons from each session, and make a commitment to actively engage during and between learning sessions, as well as being empathetic to fellow participants.

All participating organizations will be required to:

- Attend the initial training session scheduled for Friday, May 27, 2022 from 10 a.m.–12 p.m.
- Attend at least 5 out of 6 group training sessions, which will be held on the second Friday of each month from 10 a.m.–12 p.m. from May through October.
- Utilize all eight hours of 1:1 consultation and individualized support by October 31, 2022
- Participate in pre- and post-cohort assessments to assist United Way in evaluating the success of the program
- Submit a brief report outlining the outcomes achieved through their participation in this program

# UNITED WAY OF LARIMER COUNTY

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We strongly recommend that applicants reserve the dates listed above to ensure their complete and successful participation in the program. If you have any concerns about your ability to meet any of the requirements listed above, please contact Morgan Vanek, Director of Nonprofit Excellence, at [mvanek@uwaylc.org](mailto:mvanek@uwaylc.org) before submitting your application.

## ELIGIBILITY AND SELECTION CRITERIA

To be eligible for this opportunity, applicants must represent organizations which:

- Are located in Larimer County and providing programs or services which benefit Larimer County residents
- Are registered as a 501(c)(3) with tax exempt status in the State of Colorado, working with a fiscal sponsor, a faith-based organization, or a public school district
- Provide services which address community needs or opportunities in one or more of United Way's focus areas of Youth & Education and Financial Stability

The Culture of Equity Cohort is designed for traditional, established, and primarily white-led organizations seeking to elevate the quality and efficacy of their work by creating a culture of equity and inclusion for their staff, volunteers, clients, donors, and other stakeholders. Successful applicants will be nonprofit human services providers which focus on providing access to resources and services in the areas of youth & education and financial stability. The staff members chosen to represent their organizations in the cohort will have a strong desire to be catalysts for positive change and may be rising leaders in their agencies.

The selection process will also be influenced by the overall composition of the cohort, including potential or existing partnerships between participant organizations and a diverse range of knowledge and experience with equity-related topics.

## SELECTION PROCESS

The deadline to submit an application is April 15<sup>th</sup> by 11:59 p.m. UWLC staff members will evaluate proposals and determine which applicants will be selected to participate in this program. We will notify applicants of our decision by April 30<sup>th</sup>.

## HOW TO APPLY

Please [click here](#) to submit your application. Below, please find our comprehensive application guide, including the questions you will be asked and additional context to support the development of your responses. If you have questions, need help, or experience technical difficulties, please contact Morgan Vanek (she/her), Director of Nonprofit Excellence, at [mvanek@uwaylc.org](mailto:mvanek@uwaylc.org) or (970) 407-7045.

# ELIGIBILITY CHECKLIST

## ELIGIBILITY DETERMINATION

**IMPORTANT! BEFORE YOU BEGIN THE APPLICATION, PLEASE ENSURE YOU ARE ELIGIBLE FOR PARTICIPATION IN THIS PROGRAM BY MEETING THE CRITERIA BELOW:**

**Is your organization located in Larimer County?**

Yes  No

**Does your organization provide programs or services which benefit Larimer County residents?**

Yes  No

**Does your organization meet one of the following criteria?**

501(c)(3) nonprofit organization with tax-exempt status in the State of Colorado

Faith-based organization

Public school district

Working with a fiscal sponsor

**Do your organization's programs or services address community needs or opportunities in one or more of United Way's focus areas?**

Youth & Education

Financial Stability

*If you are unsure whether your organization fits one or more of these criteria, please reach out to Morgan Vanek, Director of Nonprofit Excellence, at [mvanek@uwaylc.org](mailto:mvanek@uwaylc.org) to discuss your eligibility for participation in this program before applying.*

## APPLICATION GUIDE: CULTURE OF EQUITY COHORT PROGRAM

### ORGANIZATION INFORMATION

This section provides information about the applicant organization, including contact information and eligibility questions. For the narrative questions, we recommend that you write a total of one to three paragraphs in each response.

1. Organization Name:

4. Phone Number:

2. Physical Location (city/state):

5. Year of Organization Founding:

3. Website (if applicable):

6. Mission or Purpose Statement:

7. Nonprofit Status (select one)\*:

501(c)(3) nonprofit organization with tax-exempt status in the State of Colorado

Working with a fiscal sponsor

Faith-based organization

Public school district

Other: Click or tap here to enter text.

\*Currently, organizations must meet one of the listed criteria to participate. However, we have included an "other" option with a required description for applicants who do not fit these categories. If you select "other," we may reach out to you for additional details to confirm your eligibility.

8. Geographic Area Served (select all that apply):

This question, along with the city and state where you are located, will help determine your eligibility for this program. Organizations selected for this program must be located in Larimer County and providing programs or services which benefit Larimer County residents.

All of Larimer County

Wellington

Fort Collins

Johnstown/Windsor

Loveland

Timnath

Estes Park

LaPorte/Red Feather Lakes

Berthoud

Other: Click or tap here to enter text.

The following questions will help determine the extent to which your organization is advancing outcomes in one or more of United Way's focus areas:

**9. Do your organization's programs and services directly address community needs or opportunities in one or more of the following focus areas? Select all that apply.**

- Youth & Education       Financial Stability       Not Applicable

**10. How is your programming advancing outcomes within the focus area(s) you selected?**

**11. To what extent does your organization's Board of Directors, Leadership team (ED/CEO, CFO, COO, program directors, etc.), and target population identify as Hispanic/Latinx, Black, Indigenous, or other People of Color?**

*Your response to this question will help us understand the racial and ethnic makeup of your organization's leadership and the people you serve.*

**Board of Directors**

- 50% or more  
 Less than 50%

**Leadership**

- 50% or more  
 Less than 50%

**Target Population**

- 50% or more  
 Less than 50%

## ORGANIZATION NARRATIVE

*Please provide a brief response (between one and three paragraphs) to each of the following prompts:*

**1. Please provide a brief description of your organization, including your target population, the issue or opportunity you are working to address, and the programs or services you provide.**

*Your response to this question will provide additional context about your organization, including:*

- *Target population – Who do you serve? Be as specific as possible (e.g., LGBTQ+ youth between the ages of 12-18; Spanish-speaking immigrant families living and/or working in Estes Park).*
- *The issue or opportunity you are working to address – Why does your organization or program exist? Why is it needed? How does it benefit the people you serve?*
- *Programs and services – Briefly describe the programs and/or services your organization provides, but don't limit your response to a list. Explain how each program addresses the need or opportunity you identified above and why you chose to address it in this way.*

## EQUITY NARRATIVE

*Please provide a brief response (between one and three paragraphs) to each of the following prompts:*

**1. How is your organization currently working to advance equity (within your organization and/or in our community)?**

*Please be specific in your response. Share a story or an example(s) of ways your organization has addressed equity or hopes to advance equity (e.g., programs you've facilitated, changes to policies, practices, etc.).*

**2. Please describe your interest in this opportunity. How will you and your organization benefit from your participation in this program?**

*Your response to this question will help us better understand the reason(s) you are applying to participate in this program.*

### 3. What are some challenges and opportunities you're currently seeing in your organization and/or your work that you could address more effectively as a participant in this program?

Use this space to build upon what you wrote in your response to the previous question. Describe in detail what you hope to gain through your participation in this program. For example, are you hoping to reduce identity-based disparities in your program outcomes? Diversify the demographics of your organization's board or leadership team? Improve the accessibility or cultural attunement of your services? Something else?

## PARTICIPANT NARRATIVE

This section is intended to provide information about the individuals applying to participate in this opportunity.

### PARTICIPANT #1

1. Participant Name:

2. Pronouns:

3. Email Address:

4. Phone Number:

5. Job Title:

6. Please describe this person's role in your organization, including the number of years they have worked with you and a brief description of their primary responsibilities (including any current leadership roles).

7. Please provide a short summary of this person's prior knowledge of and experience with equity work (if any), as well as their interest in this opportunity.

8. Why have you chosen this person to represent your organization in the Culture of Equity cohort?

### PARTICIPANT DEMOGRAPHICS (OPTIONAL)

This section is intended to help us better understand the composition of our cohort participants so that we can best support them and your answers will not impact your ability to participate in this program.

Is the participant willing to share some or all of their demographic information?

Yes

No\*

\*Selecting this option skips the next questions

1. Race & Ethnicity (select all that apply)

Asian American/Pacific Islander/Asian

Black/African American/African

Hispanic/Latino/Latina/Latinx

Native American/American Indian/Indigenous

White/Caucasian/European

Multi-racial/Multi-Ethnic (two or more races or ethnicities)

Decline to state

Other: Click or tap here to enter text.

## 2. Gender Identity (select all that apply)

Female

Transgender

Male

Decline to state

Gender nonbinary/Genderqueer/Gender non-conforming

Other: Click or tap here to enter text.

## 3. Sexual Orientation

Heterosexual or straight

Decline to state

Gay, lesbian, bisexual (or other sexual orientations within the LGBTQIA+ community)

Other: Click or tap here to enter text.

## 4. Disability Status

I identify as a person with a disability

I do not identify as a person with a disability

Decline to state

## PARTICIPANT #2

1. Participant Name:

4. Phone Number:

2. Pronouns:

5. Job Title:

3. Email Address:

6. Please describe this person's role in your organization, including the number of years they have worked with you and a **brief** description of their primary responsibilities (including any current leadership roles).

7. Please provide a short summary of this person's prior knowledge of and experience with equity work (if any), as well as their interest in this opportunity.

8. Why have you chosen this person to represent your organization in the Culture of Equity cohort?

## PARTICIPANT DEMOGRAPHICS (OPTIONAL)

*This section is intended to help us better understand the composition of our cohort participants so that we can best support them and your answers will not impact your ability to participate in this program.*

**Is the participant willing to share some or all of their demographic information?**

Yes

No\*

*\*Selecting this option skips the next questions*

## 5. Race & Ethnicity (select all that apply)

- Asian American/Pacific Islander/Asian
- Black/African American/African
- Hispanic/Latino/Latina/Latinx
- Native American/American Indian/Indigenous
- White/Caucasian/European
- Multi-racial/Multi-Ethnic (two or more races or ethnicities)
- Decline to state
- Other: Click or tap here to enter text.

## 6. Gender Identity (select all that apply)

- Female
- Male
- Gender nonbinary/Genderqueer/Gender non-conforming
- Transgender
- Decline to state
- Other: Click or tap here to enter text.

## 7. Sexual Orientation

- Heterosexual or straight
- Gay, lesbian, bisexual (or other sexual orientations within the LGBTQIA+ community)
- Decline to state
- Other: Click or tap here to enter text.

## 8. Disability Status

- I identify as a person with a disability
- I do not identify as a person with a disability
- Decline to state

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## PARTICIPANT #3 (OPTIONAL)

1. Participant Name:

4. Phone Number:

2. Pronouns:

5. Job Title:

3. Email Address:

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6. Please describe this person's role in your organization, including the number of years they have worked with you and a brief description of their primary responsibilities (including any current leadership roles).

7. Please provide a short summary of this person's prior knowledge of and experience with equity work (if any), as well as their interest in this opportunity.

8. Why have you chosen this person to represent your organization in the Culture of Equity cohort?

## PARTICIPANT DEMOGRAPHICS (OPTIONAL)

*This section is intended to help us better understand the composition of our cohort participants so that we can best support them and your answers will not impact your ability to participate in this program.*

### Is the participant willing to share some or all of their demographic information?

- Yes
- No\*

*\*Selecting this option skips the next questions*

### 1. Race & Ethnicity (select all that apply)

- Asian American/Pacific Islander/Asian
- Black/African American/African
- Hispanic/Latino/Latina/Latinx
- Native American/American Indian/Indigenous
- White/Caucasian/European
- Multi-racial/Multi-Ethnic (two or more races or ethnicities)
- Decline to state
- Other: Click or tap here to enter text.

### 2. Gender Identity (select all that apply)

- Female
- Male
- Gender nonbinary/Genderqueer/Gender non-conforming
- Transgender
- Decline to state
- Other: Click or tap here to enter text.

### 3. Sexual Orientation

- Heterosexual or straight
- Gay, lesbian, bisexual (or other sexual orientations within the LGBTQIA+ community)
- Decline to state
- Other: Click or tap here to enter text.

### 4. Disability Status

- I identify as a person with a disability
- I do not identify as a person with a disability
- Decline to state

### 9. How will you ensure that the individuals participating in this program are successful?

*For example, making temporary adjustments to schedules, responsibilities, or caseloads; scheduling regular meetings with the Executive Director and/or other senior leadership, etc.*

## ADDITIONAL INFORMATION (OPTIONAL)

## 10. Optional: Is there anything else you'd like to share with us?

*If there is anything else you'd like us to know about you, your organization, or your application, please share it here.*

### DOCUMENTATION

Please upload the following documents:

- IRS Letter of Determination
- List of current board members and affiliations
- Names and qualifications of key staff
- Board-approved anti-discrimination statement