



Northwest

Diversity, Equity, and Inclusion Framework & Action Plan | April 2021

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Executive Summary

Introduction

2021 GOALS

ULI Northwest Approach

EQUITY VS. EQUALITY

VISION

MISSION

VALUES

Actions | Local & National

1 | MEMBER ENGAGEMENT

2 | PROGRAMS

3 | EDUCATION

4 | COMMUNICATIONS

5 | PARTNERSHIPS

6 | INTERNAL CULTURE

IMPLEMENTING DEI

Appendix

A. Definitions and Terms

B. Land Acknowledgement

C. Rules of Engagement & Meeting Agreements

D. ULI Staff Interview Questions

E. Diversity, Equity, and Inclusion at ULI

F. DEI-Focused ULI Northwest Programs and Initiatives

G. Educational Resources

Executive Summary

ULI Northwest's Diversity, Equity, and Inclusion (DEI) Task force developed a framework and action plan to serve as a foundation for the changes needed to help dismantle the well-documented systemic and structural racism endemic in ULI and the real estate industry. ULI Northwest is committed to blazing a new trail of diversity, equity, and inclusion in real estate that breaks down institutional barriers to entry and advancement for Black, Indigenous, and People of Color (BIPOC) within land use planning and real estate development. By pairing education with deliberate and immediate action, ULI Northwest will pave the way for new and inclusive pathways, policies, and practices within the Pacific Northwest real estate industry.

The best way to effect changes within the industry is for ULI to lead by example through meaningful and intentional actions. Therefore, this DEI framework, structured and built upon the DEI initiatives undertaken at the national level, contains a blueprint for immediate as well as longer-term actions. **Immediate actions** are built upon existing ULI Northwest activities and introduce measures that can move forward before the end of FY21 (June 30, 2021). **Longer-term actions** (FY22 and FY23) will ensure that the momentum created by the immediate actions continues effectively into the future. The actions in the framework are organized into six areas: member engagement, programs, education, communication, partnership, and ULI's internal culture.

The following are **a few of the** immediate actions that ULI Northwest is prioritizing:

- + **Member Engagement** → Encourage members to report their demographics in their online ULI member profiles. Create transparent pathways for BIPOC members to join councils and committees.
- + **Programs** → Include at least one BIPOC speaker at each externally facing panel and event and include the land acknowledgment at the beginning of every event. Integrate questions and topics that directly address issues of systemic racism and equity in real estate and land use planning.
- + **Education** → Curate geographic-specific information relating to the history of discrimination and injustice in land use planning and real estate development. Make the information available to all members.
- + **Communication** → Make all communication inclusive. Ensure language and photos include people from diverse racial backgrounds.
- + **Partnerships** → Develop partnerships with diverse organizations to learn how BIPOC communities do business, understand their needs and expectations, and provide value to historically overlooked professionals.
- + **Internal Culture** → Review internal hiring processes and procedures; use a diverse hiring committee during interviews and candidate selection.

By integrating DEI practices in all that we do at ULI Northwest, we will strengthen the quality of our membership and leadership, encourage creativity, foster innovation, embrace empathy, and facilitate the development of equitable and more resilient communities in the Pacific Northwest. This framework is intended to be a **living charter** that will evolve as we diversify and as the work progresses to reflect the changing needs of our members and our community. For a meaningful and transformative change to occur, all ULI Northwest leaders, volunteers, contributors, and staff must understand the significance of DEI and work collectively towards implementing the spirit of this framework.

Please see Appendix A – G for additional DEI resources and education materials.

Introduction

Social, health, and economic inequities in land use and real estate development are increasingly at the forefront of conversations around the United States. During the past year, ULI and the real estate industry have come to realize the role they have played and continue to play in fostering these inequities, whether intentionally or not. Policies and practices have resulted in segregation, economic stripping, and disparities, along with a lack of attainable services, especially for Black and Brown communities. Industry leadership has lacked significant integration of Black, Indigenous, and people of color (BIPOC), which has correspondingly led to a lack of diversity at the Institute. ULI and its members readily acknowledge that historic past decisions have contributed to community divisiveness and racial inequality. However, they also believe that current and future industry actions can—and must—remedy mistakes, thereby creating access and fostering unity.

The best way to effect changes within the industry is for ULI to lead by example. It must look more like the communities it serves. This means increasing the number of Black people and other people of color who are members and leaders of ULI. It also means increasing the number of Black people and other people of color who serve on the Institute's staff. Internal change will create external change. Recognizing this critical and immediate need for transformation, ULI Americas convened a group of members and staff to form a Diversity, Equity, and Inclusion Council (the DEI Council) to address and help dismantle the well-documented systemic and structural racism endemic in ULI and the real estate industry. In addition, a Staff Task Force was convened to work on DEI from an internal perspective but also to look outward at ways to increase diversity in the membership (and member leadership) as well examine the content and impact of programs. These two independent work efforts have been integrated to create a blueprint for immediate action as well as longer-term actions needed to ensure that momentum is not lost.

This report has two principal sections. The first outlines the immediate actions, with a goal that they be commenced before the end of FY21 (June 30, 2021) and completed no later than the end of the calendar year. These actions are how meaningful improvements can occur **right now**. It builds on existing activities as well as introduces actions that can be moved forward immediately and effectively. The second section addresses the medium- to long-term (FY22 and FY23) actions that will ensure that the momentum that is being created now continues into the future. As ULI begins to build its FY22 budget, the immediate as well as the medium- to long-term action will serve as the foundation for the DEI work and help ensure that both the financial and human resources are in place to continue to move the needle and create meaningful change. These efforts reflect the starting point for legacy work that will be undertaken over many years.

This is not the end of the strategy but the beginning. By showing immediate forward motion on DEI in key areas, the stage is set for longer-term actions and success. **This effort is ongoing, and much more must happen.** As the immediate actions are put into place and implemented, it will create space for the longer-term actions. The process is not linear; it is parallel and will require member and staff leadership and collaboration.

Moving the needle on DEI—within both the Institute and the real estate industry—is a complex and multilayered issue. But ULI is committed to breaking down the barriers and peeling back the layers.

Across all of ULI's programs, integrating DEI—a fundamental force to positively influence and shape the future of the built environment—is core to the ULI mission. No one is positioned better than ULI, with its vast networks locally, regionally, and globally, to make the transformations that are needed. The Institute is dedicated to providing leadership for lasting change and ensuring that communities eliminate the barriers that perpetuate racial and social injustice in our communities.

District Council leadership is committed to promoting and integrating DEI throughout all levels of the organization. We will implement inclusive ways of operating to welcome and include more people of color in our activities and the broader real estate industry. We will also scrutinize the policies, processes, and structures that may be keeping BIPOC from fully participating in and having a voice in the real estate industry. Ultimately, by adopting DEI practices, we will strengthen the quality of our membership, encourage creativity, foster innovation, and facilitate the development of equitable and more resilient communities in the Pacific Northwest.

OVERARCHING ASSUMPTIONS

As the National DEI Council and the Staff Task Force developed their recommended actions, several overarching assumptions permeated the discussions.

- + The key to implementation is engaging all the ULI networks—district councils, product councils, affinity groups (WLI and YLG/NEXT), and Key Leaders.
- + Going forward, work at ULI will be looked at through a DEI lens: does an action or activity further the goal of increasing DEI at ULI and in the industry? If appropriate, DEI will be incorporated into that program of work.
- + Immediate actions are about refocusing and refining existing work and/or introducing new efforts that can have immediate impact; mid- to long-term actions are ways that ULI and the industry can do even more over time.
- + Implementing actions that create change within ULI will create change in the industry.

2021 GOALS

Accountability is necessary to show progress towards stated goals. ULI Northwest along with the DEI Committee members are responsible for ensuring the implementation of this framework and setting goals for the DEI efforts based on data.

- + Ensure all panels have at least 1 BIPOC speaker.
- + Increase the percent of ULI members reporting their demographics in their online member profiles.
- + Survey the needs and expectations of BIPOC members.

ULI Northwest Approach

At the beginning of 2020, as the COVID-19 pandemic turned our lives upside down and a long needed Racial Justice movement exploded in the United States, a team of volunteers with ULI Northwest launched a Diversity Equity and Inclusion (DEI) Task Force. The Task Force started in April 2020 in Portland, right before the killing of George Floyd. The effort quickly grew regionally, with ULI member representatives in both Portland and Seattle. The goal of the Task Force was to make ULI Northwest more inclusive and diverse, and to create more opportunities for Black, Indigenous and People of Color (BIPOC) to enter the real estate industry and to grow their careers through the benefits of ULI.

Anyone within the industry can testify to the demographics that dominate the real estate world, a field that has been responsible for some of the greatest generational wealth creation in the country. It is time to diversify the industry so that it reflects current demographics and allow for historically marginalized communities to access the great potential of the industry.

This framework was created by the ULI Northwest DEI Task Force to serve as a foundation for the changes needed. This is intended to be a living document that will evolve as we diversify and as the work progresses to reflect the changing needs of our members and our community. This framework is meant to be reflected in all ULI Northwest programming, education, and industry efforts and should be followed by all Committee chairs and members.

For meaningful change to happen, it is imperative that all ULI Northwest leaders, volunteers, and contributors understand the significance of DEI and work to implement the spirit of this framework. Together we will achieve more, faster!

EQUITY VS. EQUALITY

Due to historic and systemic racism, BIPOC have not been positioned for economic opportunities, not only in our industry, but in our society as a whole.

Equality is giving everyone access without barriers to the same resources and opportunities. From this perspective, we can say that ULI currently offers “equality.” Anyone is allowed to become a member and access ULI events and online resources nationally and locally.

But equity goes beyond that. Equity considers an individual’s needs and provides resources according to those needs. This framework, and the DEI work being done, looks to address the needs of BIPOC professionals in our industry, adjusting the way things have always been done to ways that fits the needs of the ones who have not had access to the same opportunities.

Inequity is not only seen in the ways capital has been designed and distributed or the fact that the great majority of real estate professionals are white male. It is also seen more subtly in expectations around the meaning of “professionalism,” education and experience levels, specific language or terminology, and many other ways. By applying the work discussed in this document, we look to minimize those inequities and move towards equity.

VISION

The vision of ULI Northwest's DEI Initiative is to blaze a new trail of diversity, equity, and inclusion in the real estate industry that breaks down institutional barriers to entry and advancement. By pairing education with deliberate action, ULI Northwest will pave the way for new and inclusive pathways, policies, and practices in the real estate industry in the Pacific Northwest.

MISSION

ULI Northwest provides leadership and education in responsible urban development to create thriving communities that are diverse, equitable, and inclusive. ULI Northwest will blaze a new trail of diversity, equity and inclusion in real estate that breaks down institutional barriers to entry and advancement within land use and ownership. By pairing education with deliberate action, ULI Northwest will pave the way for new and inclusive pathways, policies and practices in the real estate industry.

VALUES

- + **Diversity** - We believe that diversity adds value to our work and our world, and we strive to make our members reflect our communities.
- + **Equity** - We strive to eliminate structural inequities within ULI and the real estate industry so that all our members may succeed personally and professionally.
- + **Inclusion** - We strive to become a welcoming organization that is not only diverse but inclusive of all its members, regardless of race, ethnicity, national origin, gender, sexual orientation, or any other factor.
- + **Education** - We are committed to continue educating ourselves and our members about the history of discrimination and inequities, and how it is still present today in our industry.
- + **Action** - We believe that intention is not action, and actions are needed to make visible change in our organization and our communities.
- + **Access** - We are committed to facilitating access to our organization, acknowledging the historical disadvantages and discrimination within our industry.
- + **Leadership** - We provide leadership for lasting change and eliminating barriers to perpetuate racial and social injustice in our communities.
- + **Respect** – We respect all individuals that come into contact with our organization, using the “platinum rule” to guide our work. The platinum rule tells us to treat others the way *they* want to be treated.
- + **Empathy** – We strive to empathize others; acknowledging that people experience different levels of hardship due to discrimination and marginalization.

Actions | Local & National

The following are immediate and long-term actions currently being discussed and undertaken by ULI. They are organized into six areas. The first five are member engagement, programs, education, communication, and partnerships and are focused on how ULI works within the industry. The sixth area is focused on the Institute's internal culture. ULI National will use their stated actions to provide recommendations that can be evaluated during the upcoming budget cycles. It is assumed that many of the short-term actions will continue long-term once they are in place, as appropriate, after evaluation and refinement.

1 | MEMBER ENGAGEMENT

ULI is where people in the industry come to learn, connect, and become leaders. For ULI to be more representative of the communities it serves and for the industry to be more representative of the communities it wants to create, there is a need to develop a more diverse membership and leadership representation within that membership.

ULI Northwest Actions

- + Engage with current local members to understand where ULI Northwest stands in terms of diversity, equity, and inclusion.
- + Survey members to get a real picture of how diverse the organization currently is and what are the feelings and expectation of the members.
- + Plan based on the survey response.
- + Encourage members to report their demographics within the ULI system for tracking purposes.
- + Offer affinity groups within ULI and in collaboration with other organizations.
- + Incentivize ULI Northwest members to invite/recruit new BIPOC members.
- + Review participation requirements and potential barriers to entry for committees and council

Immediate ULI National Actions

- + Evaluate current membership structure and recruitment methods:
 - Identify financial barriers to membership, particularly for small business owners and public sector professionals.
 - Consider offering one-year complimentary memberships to people of color from sponsoring organizations.
 - Change the messaging and communication methods to people of color.
 - Create a welcoming environment to help new members engage and navigate the various offerings of ULI.
- + Proactively request and encourage members to update their demographic information in ULI's membership data base.
- + Implement a transparent process for leadership paths at ULI.
- + Clearly articulate the path to membership and product council membership and leadership.

Long Term ULI National Actions

- + Implement measures to overcome the identified barriers to membership.
- + Establish and implement goals for diversity in ULI leadership.
- + Expand membership messaging based on evaluations of what worked and what did not in FY21.
- + Create joint membership options for peer organizations (e.g., AIA, APA, NAA, NLC, NMHC, NOMA, CNU) to enhance and diversify recruitment approaches.
- + Develop membership mentorships that involve both an established member along with a young leader (have younger and more experienced mentors paired with members no matter their age).
- + Create a consortium of members who are furthering DEI and share best practices to facilitate change (similar to the Greenprint program).

2 | PROGRAMS

ULI is known for its programs that connect its mission with the practice of building communities. While DEI is a part of several ULI programs, it has not always been a focus for all.

ULI Northwest Actions

Diversity is often mistaken for inclusion, but these two terms are not synonymous. Diversity ensures that a workforce has a demographic blend that represents everyone. Inclusion ensures that all people are treated fairly and made to feel welcomed. In most spaces where white dominant culture is the norm, people of diverse backgrounds tend to feel out of place, as if they need to adapt to the space because the space has not been made for them. This work aims to adapt our current spaces to become welcoming and inclusive, rather than asking BIPOC members to adapt to them.

- + Include at least one BIPOC speaker at each externally facing panel and event
- + Include questions and context about DEI in every panel and event.
- + Include the land acknowledgment at the beginning of every event.
- + Offer free or discounted rates for events for BIPOC members.
- + Review percentage of BIPOC attendees for events to set future goals.

Mentorship

Offering mentorship and support can help BIPOC members feel more welcomed and included in all ULI spaces and activities. Mentorship can create pathways to higher leadership and engagement opportunities with ULI Northwest. It is important to match mentors well. Mentors should have experience in DEI work.

- + Create a mentorship program for BIPOC members; partner new members with assigned representative to help navigate the organization.

Representation & Respect to BIPOC Member Expertise

Due to the lack of diversity within the industry, it can be easy for organizations to over-utilize BIPOC professionals, especially as DEI has been such a hot topic. Although being a speaker at a panel can be rewarding to many professionals, when the same person is being called over and over to speak or facilitate events, it takes time away from their careers and lives. To avoid over utilization and ensure respect to BIPOC experiences and expertise, the following actions should be taken:

- + Consider when the speaker has last participated in a ULI event before inviting them. If recent, try to find another BIPOC professional that can speak on the theme.
- + Expand the pool of speakers that are willing and have time available to speak at ULI events.
- + Always consider having a BIPOC speaker rather than a facilitator only.
- + Consider BIPOC professionals outside of normal ULI spheres.

Immediate ULI National Actions

- + Complete a detailed assessment of existing programs to understand the depth and expanse of DEI reach within ULI programming, medium-/long-term resource needs, and opportunities to become more efficient in delivering impactful programs.
- + Determine opportunities to amplify existing program partnerships (REAP, REDI, Pathways to Inclusion, REEC).

Long-Term ULI National Actions

- + Expand and deepen the implementation of UrbanPlan in schools and communities with concentrations of people of color.
- + Create, adopt, and implement a framework that embeds DEI across all Advisory Services offerings (including TAPs) and make furthering DEI a priority for the program and its philanthropic fundraising.
- + Create learning and engagement opportunities through existing program partnerships.
 - Streamline REDI and Pathways to Inclusion;
 - Continue to build on REAP partnership; and
 - Expand and deepen the partnership with REEC as a source for senior talent (this also furthers the member engagement goals).

3 | EDUCATION

As a research and education organization, ULI has long had an emphasis on furthering knowledge in all aspects of real estate and land use. There is now an opportunity to expand this emphasis to include DEI and the impact the industry has had in the past and can have going forward. DEI is not a “check-the-box” work. It requires self-awareness, recognition of personal biases that have been installed in us knowingly or unknowingly by the environment we grew up and live in and reframing thought patterns. DEI Training allows us to start recognizing those biases and gives us tools to start challenging and changing them. Training is extremely important to create an inclusive environment where all parties can show up authentically and have real, meaningful, difficult conversations that create true transformation.

ULI Northwest Actions

- + Curate geographic-specific information relating to the history of discrimination and injustice in land use planning and real estate development. Make the information available to all members.
- + Partner with local educational organizations including University of Washington and Portland State University.
- + Integrate DEI education and curriculum in other education programs currently being offered, including UrbanPlan and Center for Leadership
- + Offer DEI training to all committee and council leaders. The training should be a curated set of specific trainings (at least 2) that is required as part of leadership.
- + Strongly encourage DEI training to all who want to contribute and participate in ULI committees and Task Forces.
- + DEI Task Force/Committee meet with all other ULI Northwest committees and councils at least one time per year to make sure all are engaged and applying DEI work.
- + Curate resources and referrals for ULI members to expand DEI training in their organizations.

Immediate ULI National Actions

- + Expand FoRE (Foundations of Real Estate) to historically Black colleges and universities (HBCUs) as well as other higher education institutions with significant populations of people of color.
- + Develop and disseminate a “history lesson” for ULI members and the broader real estate community; make resources like Richard Rothstein’s *The Color of Law* available at no cost to all members and communicate its availability and impact through the member networks.
- + Share existing education programs on how to hire diverse people and meaningfully engage them in the organization. Where there are gaps in available programs, evaluate how ULI can fill those gaps.
- + Identify and collect best practices of companies and organizations that have achieved some success in addressing DEI.
- + Collect and distribute examples and case studies on how companies and communities have found ways to promote DEI and undo segregation either by official action, innovative circumvention, or some other means.

Long-Term ULI National Actions

- + Require DEI education and training as part of leadership onboarding at all levels of the organization, understanding that this is part of the larger DEI effort and not a stand-alone effort.
- + If feasible based on FY21 evaluation, implement a drop-in program that can be used by district councils and others to help communities where land use policies that result in segregation or disparity to people of color continue to be practiced, helping reverse the practices and the impact.
- + Create a program to educate members on lending policies and access to capital that reinforces existing separation of communities by economic and racial lines.
- + Share existing education programs on how to hire diverse people and meaningfully engage them in the organization. Where there are gaps in available programs, evaluate how ULI can fill those gaps.
- + Identify and collect best practices of companies and organizations that have achieved some success in addressing DEI.
- + Support training for minority-owned business enterprises (MBEs) and for those who want to work with MBEs on how to hire and meaningfully work with each other.

4 | COMMUNICATIONS

Communications address not only the message but also how it is communicated. There is a need to enhance the current communication channels, and hone the messages for ULI members and leaders, as well as for the industry in general.

ULI Northwest Actions

DEI should be in all ULI Northwest's communication methods, from the website language, social media, images used, panel representation, to membership forms and requirements to be part of committees.

- + Review website and membership language.
- + Ensure any pictures and marketing material look diverse and inclusive.
- + Consider the historic and current challenges faced by BIPOC communities that may make it more difficult for individuals to meet entry requirements for committees and councils.
- + Provide opportunities for honest BIPOC member feedback and adjust/review practices based on it.
- + Make all communication inclusive.
- + Finalize the cohort list so that targeted communications (messages and tools) can be developed to reach a variety of audiences.
- + Create and make readily available a list of acronyms and a glossary of terms to provide clear and consistent definitions and usage of terminology.
- + Create a sponsorship or fund to support DEI efforts.

Immediate ULI National Actions

- + Regularly communicate with all members updating them on the DEI efforts, progress, and priorities.
- + Create and implement a central collection and dissemination system for communicating DEI efforts by and across all ULI networks (district councils, product councils, affinity groups, Key Leaders).
- + Create central messaging in regard to DEI that will have tangible results
- + Finalize the cohort list so that targeted communications (messages and tools) can be developed to reach a variety of audiences.
- + Create and make readily available a list of acronyms and a glossary of terms to provide clear and consistent definitions and usage of terminology.

Long-Term ULI National Actions

- + Continue and refine messages and strategies.
- + Develop one or more "push" communication tools, e.g., a periodic DEI Newsletter; work with other ULI departments to promote DEI in existing ULI newsletters such as Key Leaders Opportunities, CSEP communications, ULI Foundation newsletter, and District Council News You Can Use.
- + Ensure that there is a comprehensive communication "pull" tool/source for everything ULI DEI that is accessible to all members and staff. This may involve enhancing the current ULI website and identifying other forms of "pull" tools.
- + Ensure that the DEI section of the FY21 ULI Annual Report is clear and engaging in tone and comprehensive in its coverage.
- + Enhance the existing DEI website (and other communication tools) to include more material from DEI partners and other third-party sources.

5 | PARTNERSHIPS

ULI is not the only organization addressing DEI in the real estate and land use industry. ULI should develop partnerships with other organizations—each playing to its strengths—to continue to effect positive changes in the industry.

ULI Northwest Actions

- + Develop partnership with diverse organizations (ex. NAMC, PBDG, Latino Built) to both learn how BIPOC communities do business, their needs and expectations, and to provide value to historically overlooked professionals.

Immediate ULI National Actions

- + Identify and clearly articulate ULI’s “value-add” to the DEI conversation: the five key areas it brings to the table in any partnership and the basis for conversations with potential partners.
- + Create an inventory of DEI programs and initiatives from other real estate organizations and major companies (focus, scope, and goals).
- + Identify the organizations with which ULI already has partnerships, find synergies and commonalities regarding DEI, and articulate how to best leverage the relationships to further common DEI goals and objectives.

Long-Term ULI National Actions

- + Identify new organizations with which ULI needs to build partnerships (outreach to begin in early FY22); initiate the relationships.
- + Prioritize relationships, expected outcomes, & actions

6 | INTERNAL CULTURE

Increasing diversity of staff and creating an inclusive culture at ULI.

ULI Northwest Actions

Candidate Recruitment and Hiring - Working for ULI is an incredible opportunity to learn about best practices in real estate and be exposed to major industry leaders. Finding BIPOC professionals to fill potential positions with the organization can help support industry diversity. However, the traditional hiring process often perpetuates barriers for many BIPOC candidates. Reviewing potential biases in the hiring process and thinking about the historic challenges BIPOC professionals face, can help shift the way ULI Northwest hires and create diversity within the candidate pool.

- + Create standard interview questions for candidates.
- + Remove dates from resumes to minimize biases (if possible).
- + Add optional demographic questions.
- + Create a diverse hiring committee, inviting members of the DEI Committees to participate, as needed.
- + Ensure job is posted in diverse places and websites.

ULI National Actions

- + Audit and expand the recruiting methods and platforms used to ensure that ULI attracts BIPOC individuals to apply for positions at the Institute.
- + Require staff to complete all mandated DEI training courses as part of their annual performance.
- + Enhance management training to ensure that managers clearly understand how to hold team members accountable for DEI goals (including training commitments)
- + Create Juneteenth as a ULI Holiday in the United States and encourage staff to focus on DEI efforts on that day.
- + Create an intentional pathway for engagement, advancement, mentorship, and leadership to encourage retention and long-term success for a diverse team.
- + **Longer-Term:** Continue with employee engagement surveys every 18 to 24 months and report year-on-year results and changes.

IMPLEMENTING DEI

Diversity, equity, and inclusion need to be embedded in all that the organization does. The topic needs to become part of the values and mission of the organization and to be included in all discussions.

ULI Northwest Actions

- + Ensure committees are including DEI in their work.
- + Ensure all leaders have DEI training.
- + Include Pronouns to introductions and online information.

- + Be intentional about choices and decisions – considering who is being affected or omitted, how any potential damage can be minimized, how can benefits and opportunities be created for historically marginalized communities.
- + All events registration to ask demographics questions during registration.
- + DEI Committee to be available for specific projects – brainstorming, assisting in creating questions, assisting in finding panelists and presenters, etc.

Appendix

A. Definitions and Terms

BIPOC. Black, Indigenous and People of Color

DEI. Diversity, Equity, Inclusion

Diversity. The collection of differences within a group. Diversity includes not only race, ethnicity, and gender, but also age, national origin, religion, (dis)ability, sexual orientation, socio-economic status, education, and language. Diversity also encompasses cultural values, ideas, and perspectives.

Inclusion. The authentic engagement of underserved or traditionally excluded groups into activities and policy/decision-making. Inclusion can also mean creating an environment where all can show up as their authentic selves.

Intersectionality. The idea that various biological, social, and cultural categories – including race, gender, class, and ethnicity – compound and overlap with each other to create a truly unique experience for those multiple identities. These experiences are inseparable and contribute to systemic social injustice.

Racism:

1. Internalized Racial Superiority (IRS). A complex multi-generational socialization process that teaches white people to believe, accept, and/or live out superior societal definitions of self and to fit into and live out superior societal roles. These behaviors define and normalize the race construct and its outcome: white supremacy.

2. Internalized Racial Oppression (IRO). A multigenerational socialization process in which people of color believe, accept, and live out negative societal definitions of self, including one's standing in society and one's comparative value. These behaviors support and help maintain the racist construct.

3. Interpersonal racism. When we bring our private beliefs on race into our interactions with others, racism becomes interpersonal, whether intended (e.g., racial violence and hate speech) or not (e.g., microaggressions).

4. Institutional racism. The collective failure of an organization to effectively serve people because of their race, culture, or ethnic origin through its policies, programs, and services.

5. Structural Racism. The interaction of multiple institutions working together to effectively maintain the system of racism.

6. Systemic racism. The foundation of individual and institutional racism; refers to a value system that is embedded in a society that creates and perpetuates discrimination

Targeted Universalism: is an analysis that alters the usual approach of universal strategies (policies that make no distinctions among people's status, such as universal health care) to achieve universal goals (improved health), and instead suggests we use targeted strategies to reach universal goals.

Token/Tokenize: The practice of doing something (such as hiring a person who belongs to a minority group) only to prevent criticism and give the appearance that people are being treated fairly.

Microaggression. A comment or action that subtly expresses a prejudiced attitude toward a member of a marginalized group, including people of color, whether intentional or not.

Discrimination. The unequal treatment of individuals or groups based on their race, gender, social class, sexual orientation, religion, etc. Nondiscrimination policies are set by federal law, which all government agencies are bound to.

Affinity Group. A group of people with common identities, interests, background, and experience that come together to support each other.

Whiteness OR Dominant Culture. A term to capture all dynamics that go into being defined and/or perceived as white in society. The unspoken values of whiteness / dominant culture can dictate concepts of success and worth in American society. These values include obsession with the written word, perfectionism, rigid concepts of time, competition, either/or thinking, individualism, and materialism. Whiteness grants material and psychological advantages (see white privilege) that are often invisible and taken for granted by people who are white.

B. Land Acknowledgement

Seattle: ULI Northwest acknowledges that the greater Seattle area sits on the ancestral land of the Duwamish People, and honor with gratitude the land itself and the Duwamish Tribe past and present.

Portland: ULI Northwest acknowledges that the Portland Metro region rests on traditional village sites of the Multnomah, Wasco, Cowlitz, Kathlamet, Clackamas, Bands of Chinook, Tualatin, Kalapuya, Molalla, and many other tribes who made their homes along the Columbia River creating communities to harvest and use the plentiful natural resources of the area.

C. Rules of Engagement & Meeting Agreements

We suggest that every ULI Northwest council and committee uses these agreements and references them often.

- Assume best intentions
- Be curious and accept that there can be multiple right ways
- Accept non-closure
- Ensure all participants have an opportunity to contribute - consider why you are or aren't speaking
- Create a place of appreciation
- Intent and impact are not the same
- Embrace the challenge
- Speak to the issue, not the person
- Additional agreements group dependent

D. ULI Staff Interview Questions

General Hiring Questions:

- + What is an accomplishment you are proud of and why?
- + Why are you interested in the position with ULI Northwest?
- + Please tell us why you are a good fit for this position.
- + Give us an example of a challenge you have faced at work, how did you go about resolving it and, looking back, would you do it any differently? If so, how?
- + Albert Einstein said, "we can't solve problems by using the same kind of thinking we used when we created them." Can you tell me about a time when you had to change your way of thinking so you could solve a problem or be more effective in your role?
- + How do you deal with disagreements at work?
- + How do you like to receive feedback?
- + What skills do you want to gain or improve in the next 12 months, what steps have you recently taken to achieve this?

Interpersonal Traits Hiring Questions:

- + Describe a situation when you took initiative to overcome a challenge.
- + Conflict happens to all of us. Please give an example of a conflict you had, how you resolved it and what you would have done differently?
- + What are your strengths/weaknesses?
- + Where do you see yourself in 5 years?
- + What motivates you?
- + What do you like to do for fun?
- + There can be contrasting demands and opinions within ULI: Describe a time you had to keep yourself mentally focused and your workflow steady when confronted with pressures emanating on numerous fronts

- + What are areas that you would like to develop in your skillset?
- + How do you keep yourself productive and motivated when working from home?
- + How do you work in fast-paced environments with multiple deadlines? What tactics do use to be productive during stressful situations?
- + Do you have any strategies you use and/or would use to combat Zoom-fatigue and to keep virtual work interactions engaging?
- + Have you ever worked with a small, tight-knit team of colleagues? If yes, what was the best and worst part of that interpersonal work environment? If no, what do are you most excited and most wary about that environment?
- + Describe a time when you successfully "herded cats?" (define this if interviewee is unfamiliar)
- + What do you think is the most pressing issue facing our cities going into 2021?

E. Diversity, Equity, and Inclusion at ULI *Prepared by ULI National*

Americas DEI Website: americas.uli.org/dei

Source for up-to-date information on DEI news, events, programs, and partnerships

DEI Community: The DEI Community is a bi-directional forum for sharing information, resources and ideas about DEI topics open to all ULI members and staff.

DEI Council: The DEI Council is a member/staff council whose mission is to:

- + Create increased engagement and leadership opportunities within ULI and the real estate industry, with an immediate focus on the Black community.
- + Promote and advance innovations and best practices that result in communities that are equitable by design.
- + Chaired by Clare De Briere and co-chaired by Lisa Gordon and Stuart Ackerberg, the DEI Council comprises 24 ULI members and 8 staff representing ULI networks and programs.
- + Draft reports on five focus areas—Programs, Education, Communication, Engagement, and Partnerships—will be completed by midwinter and will identify issues, recommend short-, medium-, and long-term actions, and identify needed resources.

Staff Task Force: The mission of the Staff Task Force is to accelerate the representation of minorities at all levels (staff, membership, member leadership) and to ensure content and programs of work help create more equitable communities.

- + Chaired by Gwyneth Coté, Steve Ridd, and Sonia Huntley, the Staff Task Force comprises more than 75 staff and two member liaisons from the DEI Council.

ULI Programs

District Councils

- + The Real Estate Diversity Initiative (REDI) has been adopted by six District Councils (Colorado, Indiana, Kansas City, Memphis, Minnesota, St. Louis)
- + The Pathways to Inclusion has been implemented by six District Councils (Boston, Detroit, Nashville, San Francisco, Toronto, and Washington).

WLI – Women’s Leadership Initiative

- + WLI has significantly increased participation of women within ULI and the CRE industry and continues to be a valuable DEI resource for ULI.

The Fund for ULI

- + ULI Members can designate gifts to the Diversity, Equity, and Inclusion Initiative when donating to The Fund for ULI.

Product Council Diversity Action Initiative: An effort of 39+ Product Council leaders dedicated to creating a more diverse and inclusive Product Council program. So far, the PC diversity action initiative has committed to:

- + Diversifying membership in product councils and sharing best practices for doing so. Tracking our numbers.
- + Becoming trained to better understand systemic racism and to be a better advocate for anti-racism and industry change that would help us to better reflect our communities.
- + Showing leadership within ULI and the industry in breaking down barriers to change and sharing information and best practices with others at ULI and beyond.
- + ULI has waived fall meeting fees for Product Council guests to jump start membership diversity initiatives with a warm welcome to who we are and what we have to offer.

ULI Learning

- + University Connections: ULI Learning has taken special initiative to connect with HBCUs and institutions serving minorities.
- + Foundations of Real Estate Certificate (FoRE): this program is supported by a generous philanthropic gift and extends the possibility of a career in the interdisciplinary field of commercial real estate to a new and diverse group of students.
- + The History (and Ethics) of Real Estate course: with the support of donors, ULI Learning is creating a course that will cover the history and impact of systemic racism on the real estate industry.

Partnerships

Real Estate Associate Program – REAP

- + ULI has partnered with REAP to create the ULI/REAP Online Academy, which increases access to more REAP candidates.
- + ULI is placing REAP alumni on Product Councils to increase Product Council diversity.

Paradigm for Parity – P4P

- + ULI has signed a partnership agreement with P4P, an organization that promotes the acceleration of women in senior leadership positions.
- + ULI encourages its member organizations to consider signing the P4P pledge.

Real Estate Executive Council – REEC

- + Association for senior BIPOC executives in CRE
- + Invited REEC members to guest on Product Council at Fall Meeting
- + REEC summer camp included UrbanPlan as an offering

F. DEI-Focused ULI Northwest Programs and Initiatives

DEI Task Force: ULI Northwest convened a group of diverse real estate professionals in the DEI Task Force, whose mission is to set the stage for future DEI efforts for the District Council and the broader real estate community in the Pacific Northwest.

Leadership for Change: A webinar series based loosely on our Center for Leadership program, which educates mid-career professionals in the history of racial injustice and land use in the Pacific Northwest and provide a space for reflection and personal growth.

UrbanPlan in Portland: UrbanPlan is a realistic, engaging exercise in which participants—community leaders, university students, high school students, or public officials—learn about the fundamental forces that affect real estate development in our communities. ULI Northwest’s UrbanPlan program focuses on reaching community members and students who have not historically participated in land use decisions.

Fee Waivers: ULI Northwest offers fee waivers to BIPOC professionals to join our [local Product Councils](#); please [email our team](#) for more information.

National DEI Task Force: In summer 2020, ULI Northwest staff participated in a national effort to make ULI a more diverse and inclusive organization. Working with ULI staff members from across the country, we provided recommendations to national ULI leadership to center equity throughout the organization.

G. Educational Resources

TED Talks, Webinars and Videos

- [Heather C. McGhee: Racism has a cost for everyone](#)
- [Baratunde Thurston: How to deconstruct racism, one headline at a time](#)
- [Melinda Epler: 3 ways to be a better ally in the workplace](#)
- [Melody Hobson: Color blind or color brave?](#)
- [Vernā Myers: How to overcome our biases? Walk boldly toward them](#)
- [Priya Vulchi and Winona Guo: What it takes to be racially literate](#)
- [Howard C. Stevenson: How to resolve racially stressful situations](#)
- [Ibram X. Kendi: The difference between being “not racist” and antiracist](#)
- [Segregated By Design](#)
- [A conversation with Leslie Hale, RLJ CEO Walker Webcast](#)
- [Dr. Robin DiAngelo discusses ‘White Fragility’](#)

Articles

- [Racism 101: Understanding Race and Racism](#)
- [Your Black Colleagues May Look Like They’re Okay — Chances Are They’re Not](#)
- [Answering White People’s Most Commonly Asked Questions about the Black Lives Matter Movement](#)
- [Who Gets to Be Afraid in America?](#)
- [6 ways to be antiracist, because being ‘not racist’ isn’t enough](#)
- [Everyday words and phrases that have racist connotations](#)

Articles related to racism Asian Americans have been experiencing since COVID-19

- [Asian American doctors and nurses are fighting racism and the coronavirus](#)
- [The Rise of Coronavirus Hate Crimes](#)

Self-care for Black people/POC

- [Self-Care Tips for Black People Who Are Really Going Through It Right Now](#)
- [Surviving & Resisting Hate: A Toolkit For People of Color](#)

Books and Programs

- [Art of Gathering](#) by Priya Parker
- [How To Be An Anti-Racist](#) by Dr. Ibram X. Kendi
- [An Indigenous Peoples’ History Of The United States](#) by Roxanne Dunbar-Ortiz
- [White Fragility: Why It’s So Hard for White People To Talk About Racism](#) by Dr. Robin DiAngelo
- [An African American and Latinx History of the United States](#) by Paul Ortiz
- [Harvard Encyclopedia of American Ethnic Groups](#) by Stephan Thernstrom, Ann Orlov, and Oscar Handlin
- [Erasing Institutional Bias: How to Create Systemic Change for Organizational Inclusion](#) by Tiffany Jana and Ashley Diaz Mejias
- [Overcoming Bias: Building Authentic Relationships Across Differences](#) by Tiffany Jana and Matthew Freeman
- [TMI Consulting](#), Founder and CEO Dr. Tiffany Jana