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NONPROFIT COORDINATING
COMMITTEE OF NEW YORK

What Lies Beneath: The State of NYC Nonprofit Board Diversity, Equity, and Inclusion

2018



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INTRODUCTION

In May 2017, the NYC Nonprofit Board Development Coalition (the Coalition), led by NYC Service, a division of the Office of the Mayor, partnered with the Nonprofit Coordinating Committee of New York (NPCC), and launched a study to understand the current state of diversity, equity, and inclusion (DEI) on New York City nonprofit boards. The Coalition includes 19 capacity-building organizations that support nonprofits across NYC. The study consisted of 37 focus group participants and 420 online survey respondents, representing nonprofit Chief Executive Officers/Executive Directors (CEOs/EDs) and board members throughout the five boroughs. This study assessed nonprofit board composition, board policies and procedures, and successes organizations have had surrounding DEI and the potential challenges they face. The goal of the study and subsequent report is to identify nonprofit board DEI gaps, strategies, and resources for NYC's nonprofit sector.

The Coalition relies on the following definitions adapted from the D5 Coalition, a group dedicated to advancing DEI in philanthropy:

DIVERSITY

The word “diversity” can mean different things to different people. We’ve defined it broadly to encompass the demographic mix of a specific collection of people, taking into account elements of human difference, but focusing particularly on:

- Racial and ethnic groups
- LGBTQ (Lesbian, Gay, Bisexual, Transgender, Queer) populations
- People with disabilities
- Gender¹
- Age²

EQUITY

To promote justice, impartiality and fairness within the procedures, processes, and distribution of resources by institutions or systems. Tackling equity issues requires an understanding of the underlying or root causes of outcome disparities within our society.

INCLUSION

Refers to the degree to which diverse individuals are able to participate fully in the decision-making processes within an organization or group. While a truly “inclusive” group is necessarily diverse, a “diverse” group may or may not be “inclusive.”

It is important to note that due to a survey limitation, data and findings on individuals with disabilities could not be incorporated into the analysis.³ The Coalition recognizes that this is a limitation of the study, especially considering that nearly one million NYC residents have a disability,⁴ and is committed to including this population in any DEI efforts.

DEI is directly tied to good governance and strong business practices. At its core, DEI generates a management culture that embraces different perspectives, resulting in stronger programs and comprehensive strategies that are better able to mitigate risks. Growth and innovation flourish by incorporating various backgrounds and ideas, especially in decision-making roles. For instance, a study conducted by Cedric Herring at the University of Illinois at Chicago, evaluated the return on investment around increasing racial diversity in the corporate workforce based on key business performance indicators. The study found “that diversity was associated with increased sales revenue, more customers, greater market share, and greater relative profits.”⁵ These findings can easily be extended to the nonprofit sector: creativity and sustainability are objectives every organization should seek to achieve.

On a more critical level, many nonprofit organizations exist to address the legacy impact and ongoing repercussions of inequitable social and institutional practices. Therefore, if the mission and programs of an organization are intended to ameliorate the effects of inequality and inequity, it is the responsibility of nonprofit leaders to embrace these values within their own organizations. While making the business case for DEI can be effective for generating buy-in and support, it is crucial that nonprofit leaders internalize DEI as an urgent and important priority of the board and entire organization.

This study found that NYC nonprofit boards are not adequately diverse, particularly with regards to race/ethnicity, and while nonprofits are interested in addressing DEI, they do not know how to do so effectively. BoardSource’s report on nonprofit board practices found similar results at the national level.⁶ Their findings suggest that across the country, nonprofit boards are not sufficiently diverse and current practices are not actively addressing this problem.

This report is organized into two main sections:

1) KEY FINDINGS

The Key Findings section focuses on key data and examines the following trends discovered in the study:

- **Finding #1:** Nonprofit Leadership Demographics Do Not Reflect the Diversity of NYC
- **Finding #2:** DEI is Valued, But Not Effectively Addressed
- **Finding #3:** Representation in Leadership Matters
- **Finding #4:** Board Complacency and Resistance to Change Impede DEI
- **Finding #5:** Boards May Be Perpetuating Harmful Biases

2) RECOMMENDATIONS

The Recommendations section provides concrete suggestions for addressing the findings listed above:

The ABCs of DEI

1. Articulate a common language for DEI

- a. Define DEI
- b. Address privilege and power imbalances
- c. Challenge cultural biases and assumptions

2. Build internal support to mobilize change

- a. Recruit DEI advocates
- b. Communicate the value add of DEI
- c. Disrupt board complacency

3. Create and implement strategic DEI goals and practices

- a. Determine what DEI success means for your board
- b. Look holistically across board and organizational practices

4. Dedicate the board and organization to sustained awareness and accountability

The findings of this report are the culmination of focus group discussions and responses to the NYC Board Diversity, Equity, and Inclusion Survey. The online survey asked NYC nonprofit CEOs/EDs or board members to provide basic information about their organization; the composition of their board in terms of age, gender identity, race/ethnicity, sexual orientation, and disability status; their board policies and procedures; and successes and challenges they have experienced addressing DEI on their boards. This study omitted organizations that are not based in and/or do not serve NYC, as well as duplicate responses from the same organizations. In total, this study includes 420 unique survey responses collected from May through October 2017.

The focus group interviews were guided by the Viney Group, an independent consulting agency, from August to October 2017, and included 37 individuals (NYC nonprofit CEOs/EDs and board members) across eight different focus groups. CEOs/EDs and board members were grouped into separate focus groups to encourage more open dialogue. Using an open-ended interview method, the participants discussed what they think it means to diversify a board; successes and challenges with recruitment and onboarding; reasons for joining a board; and barriers to and recommendations for achieving board diversity, equity, and inclusivity.

Figure 0.1 illustrates the demographics of the focus group participants, which were self-reported, and Figures 0.2 and 0.3 depict the budget and sub-sector representation of survey respondents. 71 percent of survey respondents were CEOs/EDs, 11 percent were board members, and 19 percent identified as other, mainly senior staff members. The survey respondents represented nonprofits with a diverse mix of budget sizes and sub-sectors.

Focus Group Participant Demographics

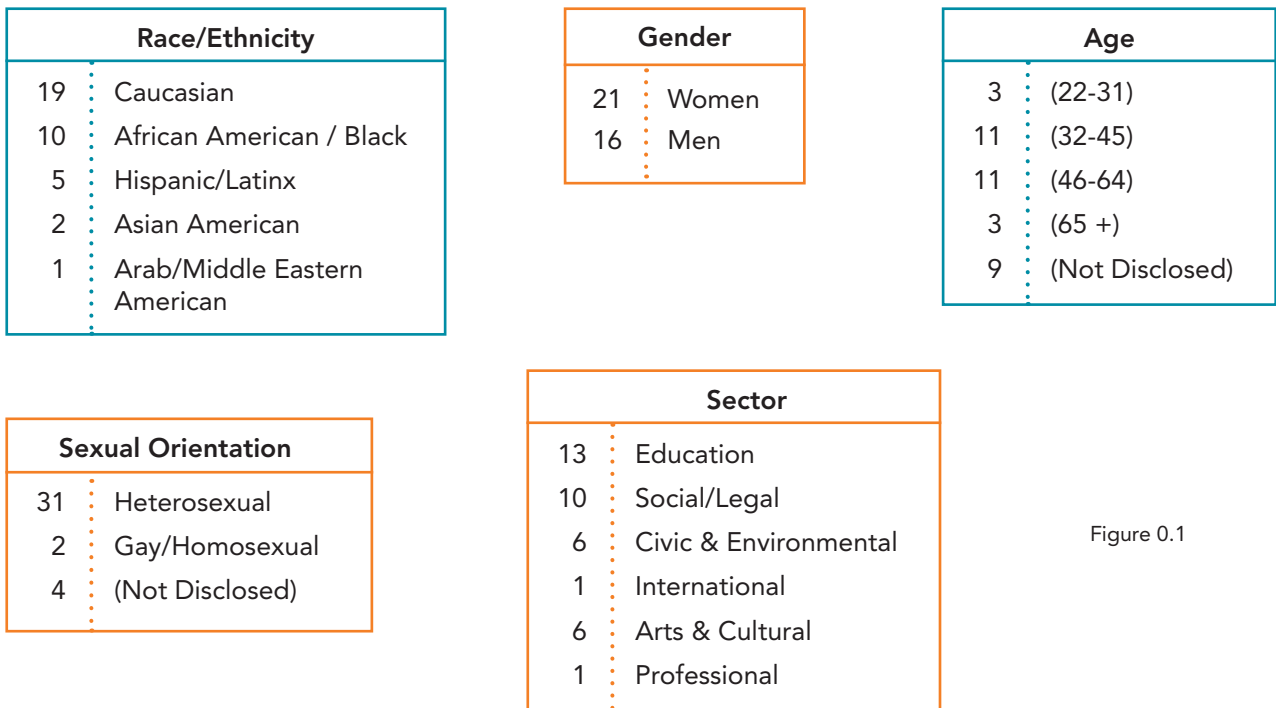


Figure 0.1

Survey Respondents by Sub-Sector

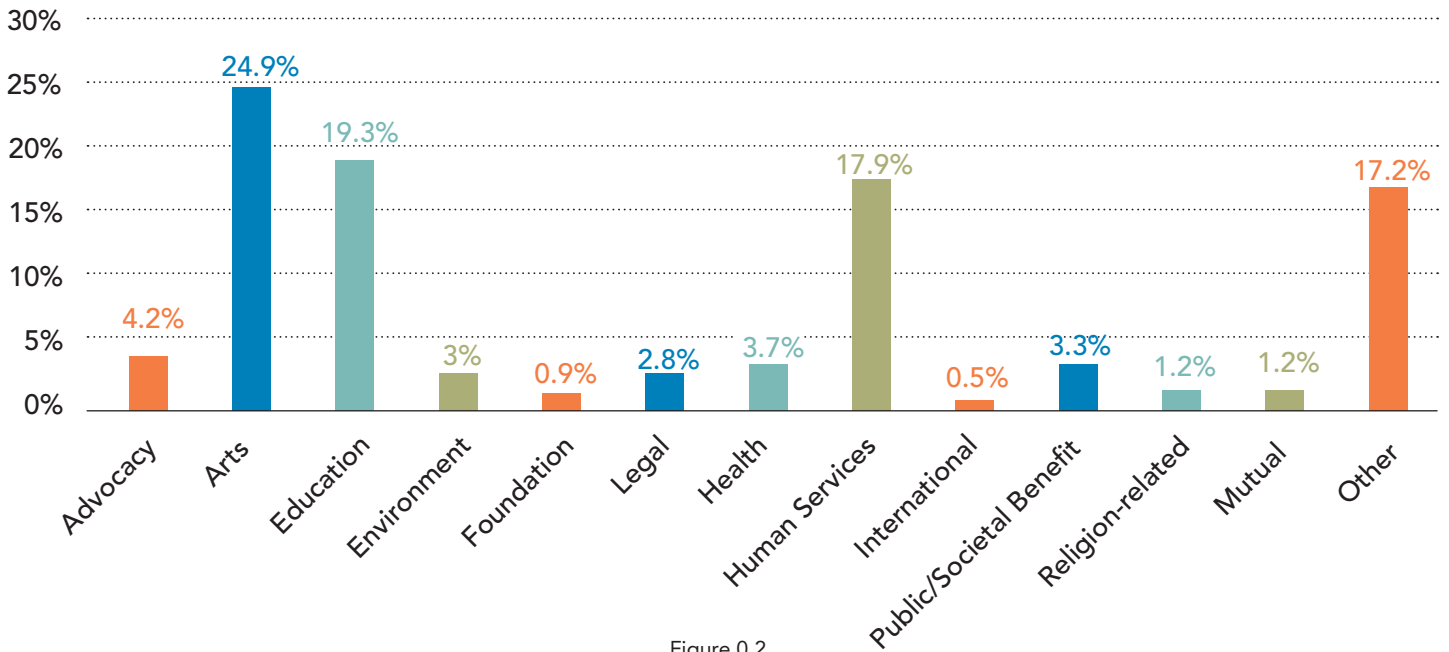


Figure 0.2

Survey Respondents by Budget Size

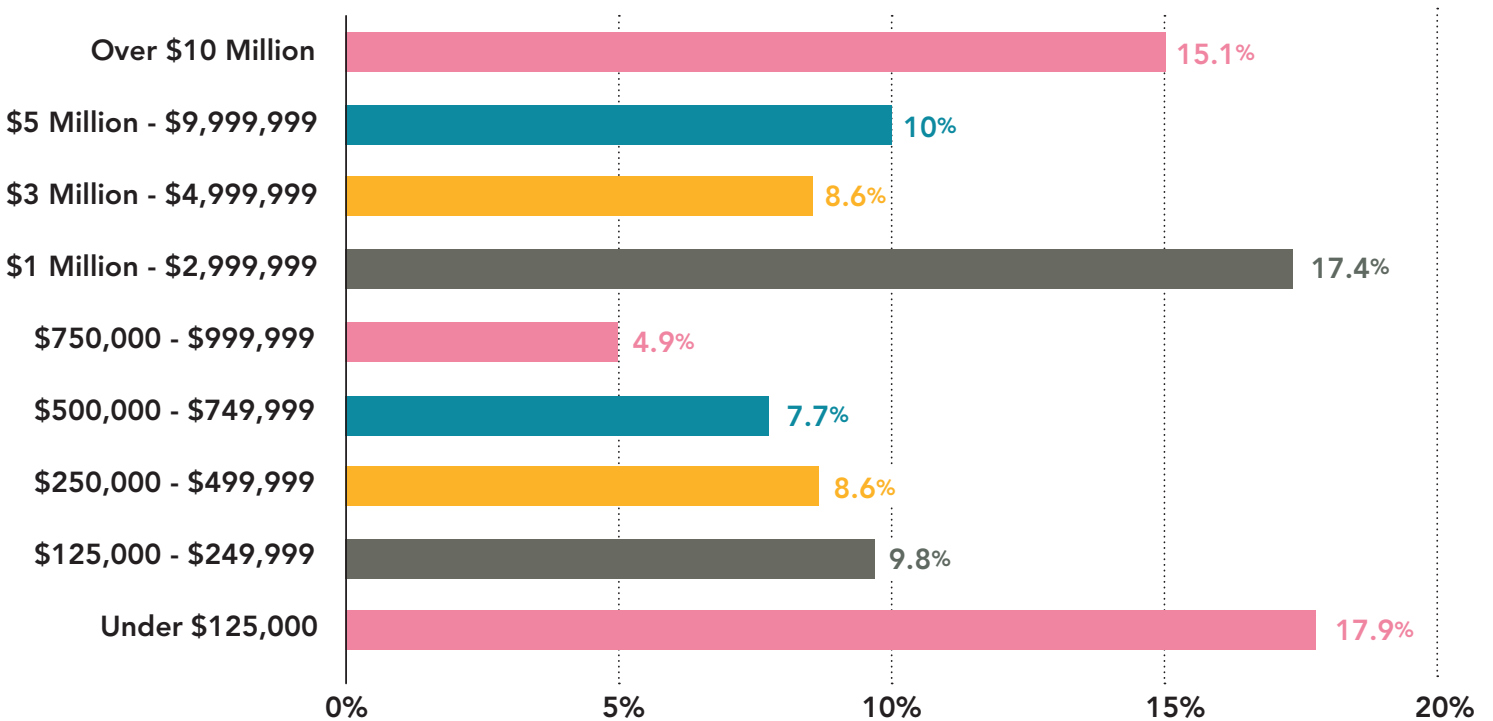


Figure 0.3

Methodology

It is important to note that there were data limitations regarding board and CEO/ED composition. Respondents were asked to share the total number of board members and self-report on the age, gender, race/ethnicity, sexual orientation, and disability status for all board members and the CEO/ED. There was an “unsure” and “other” category provided for these questions as well. Due to the open-ended structure of this question, responses were prone to inconsistencies: a number of responses in each composition category did not add up to the total number of board members reported. Therefore, the data analyzed in this survey only includes categories in which the total matched the total number of board members reported. For example, if a respondent indicated that their organization has 15 board members, but the total number of board members provided in the “Age” category amounted to 12, that data set was not included to the analysis for age as three board members may be missing from the data set. For this reason, the total number of submissions included in analysis pertaining to board and CEO/ED composition varies from the total 420 completed responses (N =). Figures in this report indicate when this is the case. These inconsistencies may be a result of not knowing the demographics of certain board members or human error, due to some respondents omitting this information (e.g. a respondent sharing that they have 10 board members, but opting not to provide demographics on each).

Furthermore, these inconsistencies were particularly prevalent in the “People with Disabilities” category. The survey requested that respondents provide the number of board members with a disability, or indicate whether they were “unsure” or “other”. Many respondents left this category blank, making it challenging to verify the number of people without disabilities. As a result, this study is unable to include responses to disability status in the analysis.

We also noted that socio-economic background was discussed extensively in the focus group interviews and within the survey’s open-ended responses. The false equivalence associated with board performance and socio-economic status was a critical finding in this report, and in order to assess the impact of these implicit biases, we recommend that any following iteration of this study include questions pertaining to socio-economic status.

As described in the Introduction, diversity encompasses many identities and is intersectional. This analysis primarily focuses on race/ethnicity because we found that race/ethnicity was the greatest indicator of organizational diversity when controlling for all other identities and variables.

FINDING #1: Nonprofit Leadership Demographics Do Not Reflect the Diversity of NYC

With a population of 8.6 million residents, NYC is by far the largest city in the country and has long prided itself as one of the most diverse cities in the nation, if not the world. In fact, Census Data indicates that diversity has grown across some demographic measures.⁷ However, based on survey responses, nonprofit board and CEO/ED demographics do not adequately represent NYC's diversity⁸ nor the communities they serve: the majority of NYC nonprofit CEOs/EDs and board members are Caucasian, between the ages of 46 and 64, cisgender⁹, and heterosexual¹⁰ (see Figures 1.1-1.4).

Board, CEO/ED, and NYC Race/Ethnicity Composition

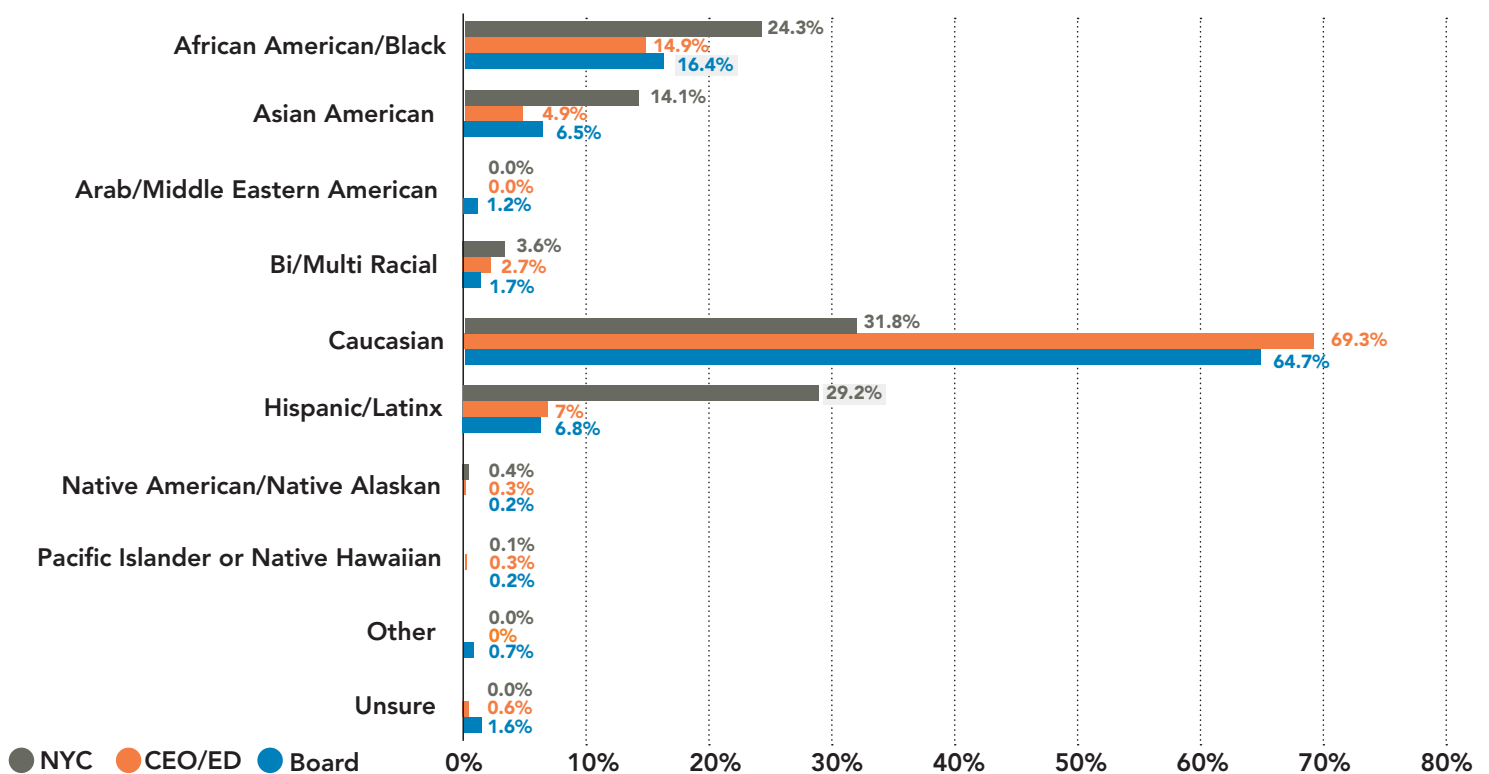


Figure 1.1 Board N = 337; CEO/ED N = 329; also includes American Community Survey data accessed through the NYC Department of City Planning

Board & CEO/ED Age Composition

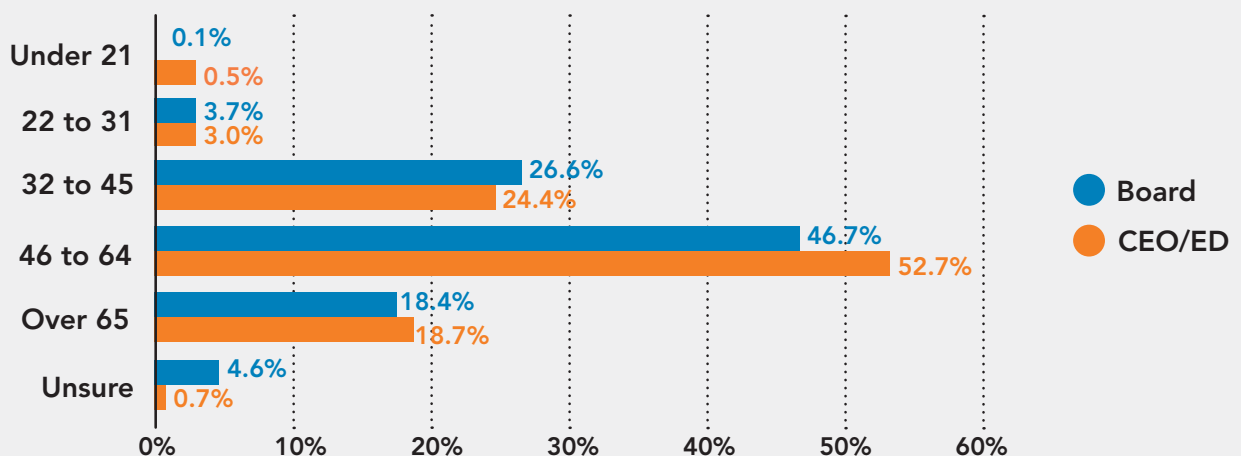


Figure 1.2 Board N = 357; CEO/ED N = 402

Key Findings

Board, CEO/ED, and NYC Gender Composition

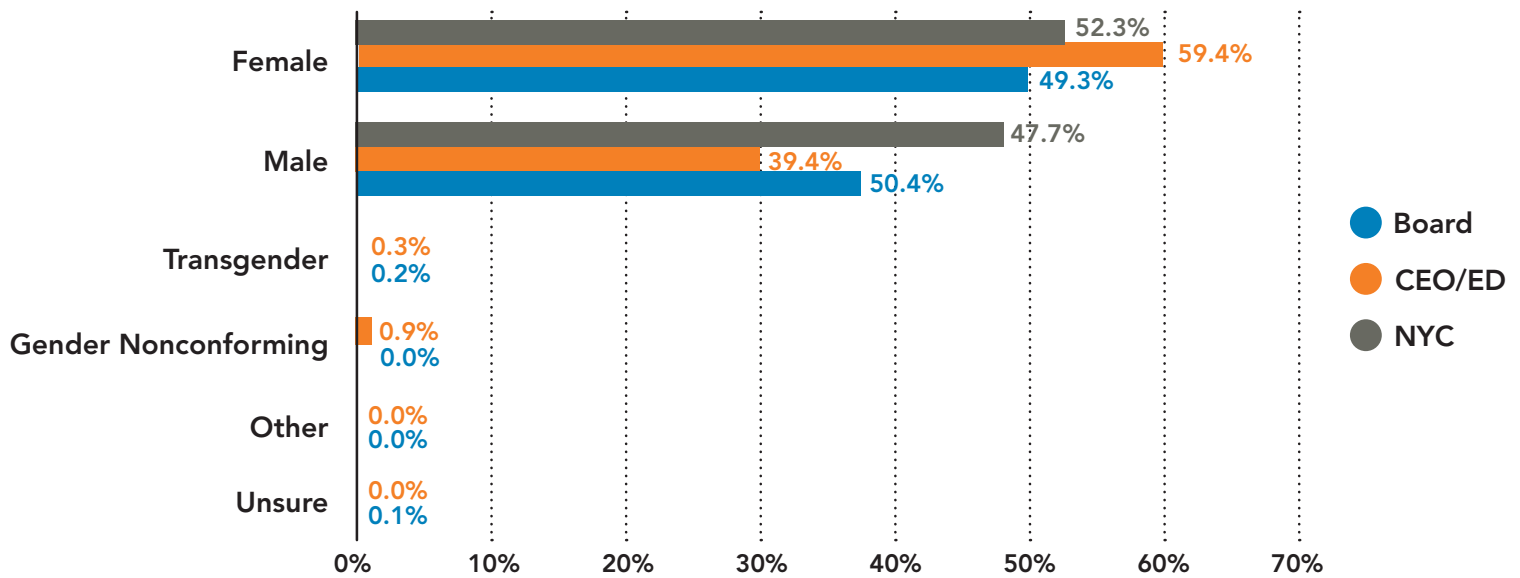


Figure 1.3 Board N = 364; CEO/ED N = 320; also includes American Community Survey data accessed through the NYC Department of City Planning

Board & CEO/ED Sexual Orientation Composition

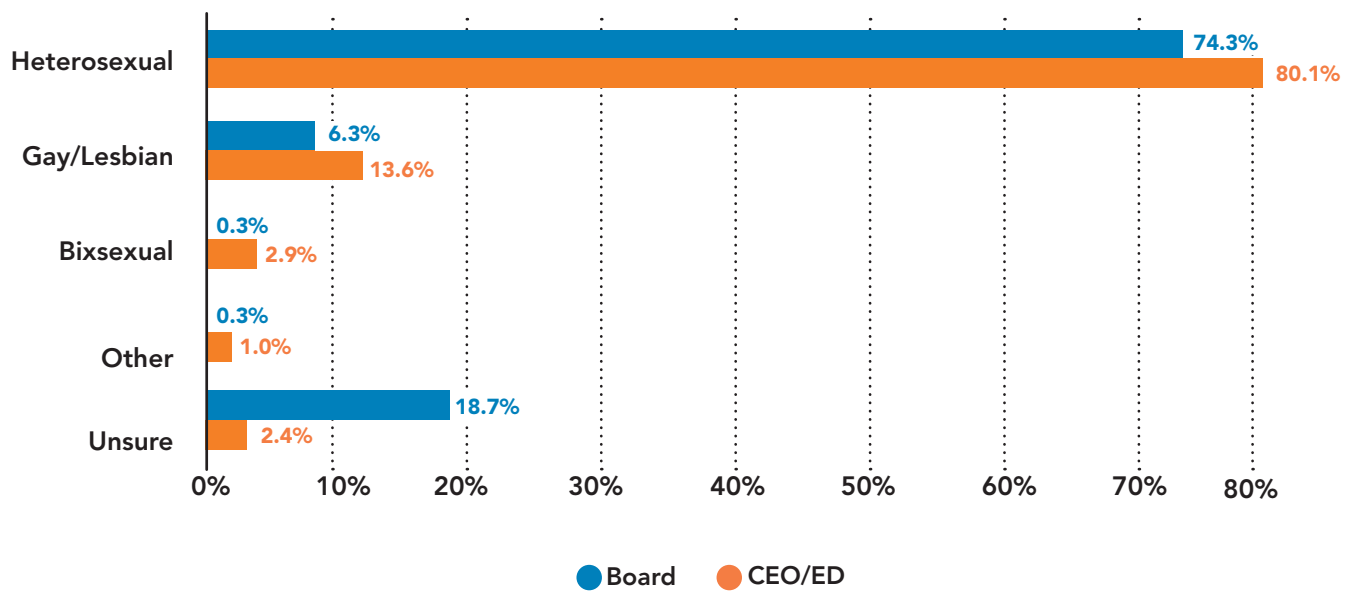


Figure 1.4 Board N = 332, CEO/ED N=286

It should be noted that compared to other demographic measures, survey results indicate more proportional representation for cisgender males and females. Females comprise 59 percent of CEO/ED positions and 49 percent of board member positions. For reference, about 52 percent of the NYC population is female.¹¹ However, gender parity does not naturally lead to gender equity. While on the surface this appears to be a promising finding for gender diversity, the survey did not inquire as to the division of roles on the board by gender. Therefore, we cannot conclude whether there is corresponding proportionate gender representation with regards to positions that hold higher decision-making power, such as board chairs and treasurers.

It is also important to emphasize that 71 percent of female CEOs/EDs are Caucasian (see Figure 1.5), which is critical to highlight when discussing the intersectionality of diversity in the boardroom. The race/ethnicity breakdown of male CEOs/EDs followed similar trends to female CEOs/EDs across demographic categories.

In addition, less than one percent of board members and no more than one percent of CEOs/EDs were reported as transgender or gender non-conforming. Data on transgender and gender non-conforming New Yorkers is not as prevalent as cisgender data. However, on a national level it is estimated that one in every 250 adults in the United States identifies as transgender.¹²

Race/Ethnicity Breakdown of CEOs/EDs by Gender

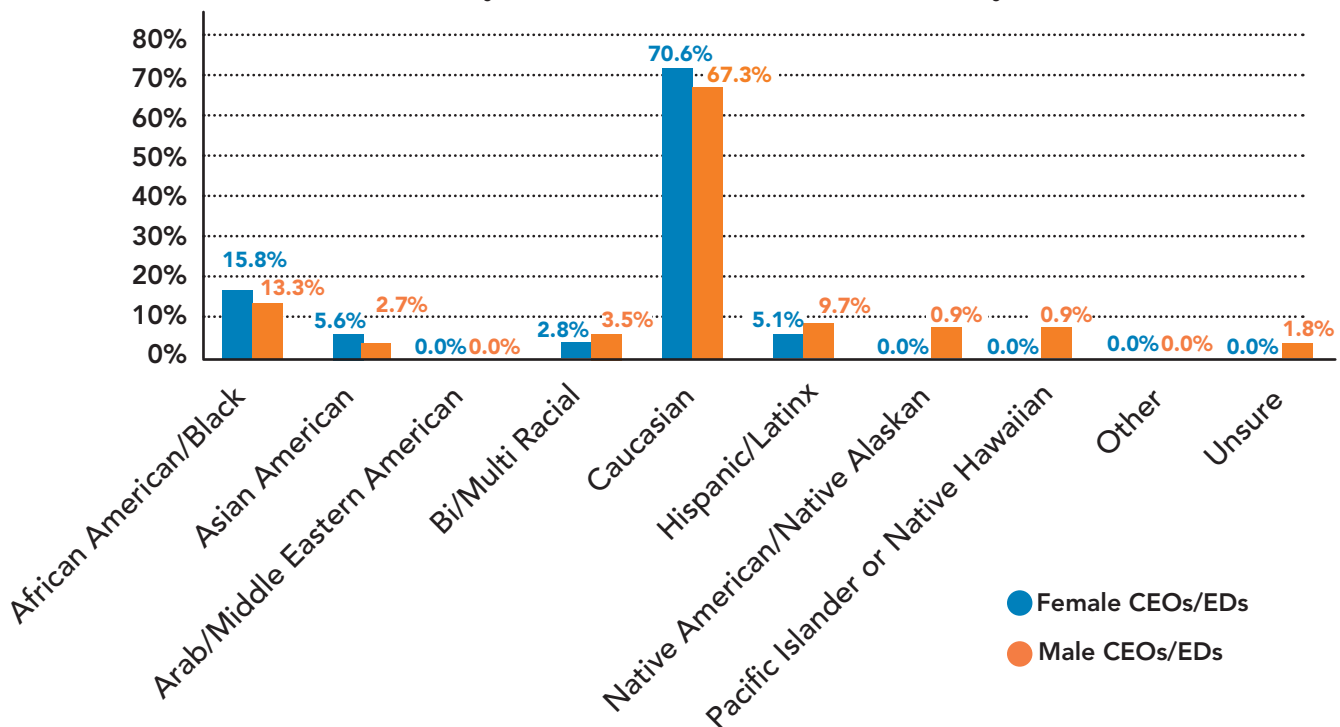


Figure 1.5 N=177 for Female CEOs/EDs; N=113 for Male CEOs/EDs

This report delves into the relationship between diversity and budget size further within Finding #4, but it is important to note that survey responses also suggest that minority CEOs/EDs lead younger and smaller budget organizations compared to Caucasian CEOs/EDs.¹³ A 2017 study released by the Department of Cultural Affairs¹⁴ that examined diversity across staff, leadership, and board demographics for NYC cultural organizations shared a similar finding: as organizations increased in budget size, they became less diverse. Organizations with larger budget sizes often have greater financial power, and the potential to have a larger impact across NYC.

Key Findings

These results indicate prevalent board homogeneity across NYC nonprofit boards, so it may be unsurprising that over half of survey respondents reported that they do not believe their boards reflect the diversity of the constituents they serve (see Figure 1.6). This raises the following concern: How can nonprofits develop comprehensive strategies and make effective decisions to best engage and/or serve their constituents if the top decision makers do not represent those they serve?

Do you believe your board reflects the diversity of your constituents?

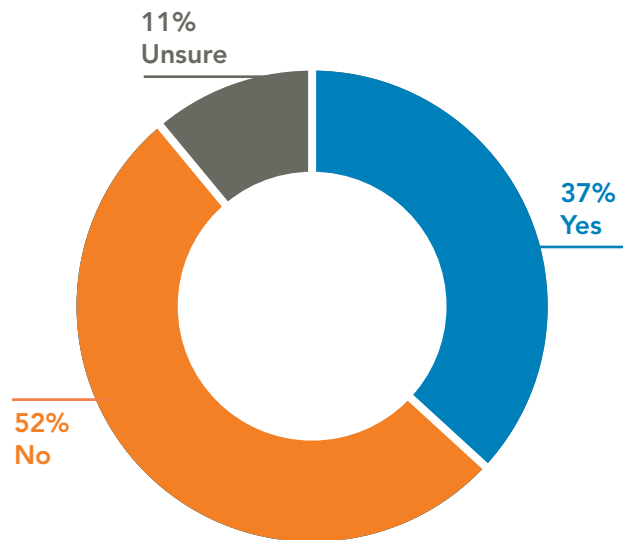


Figure 1.6 N = 420

Nonprofit leaders are aware of the gaps in DEI, and have a responsibility not only to their mission and constituents to represent their communities and promote equitable and inclusive programming, but to the board and organization, as DEI is a management best practice that supports growth and sustainability and mitigates risk.

FINDING #2: DEI is Valued, But Not Effectively Addressed

As indicated by the previous finding that over half of survey respondents do not believe their boards represent the diversity of the communities they serve, NYC nonprofit boards have disparities in diversity that leadership readily acknowledges. In addition, boards are mindful of the need for greater diversity as demonstrated by the importance attributed to DEI (see Figure 2.1). Taken together, this is the good news: **findings suggest that nonprofit leaders are aware of the lack of DEI on their boards and they attribute value to DEI. However, survey findings indicate a disconnect between valuing diversity and enacting tangible change, which calls into question whether nonprofit leaders understand how to address DEI challenges effectively.**

'Diversity' is often conflated with gender and racial/ethnic diversity

As discussed, diversity is a broad term that encapsulates various characteristics. However, when discussing the value of diversity, survey respondents and focus group participants more often articulated

and prioritized diversity in terms of race/ethnicity and gender over other dimensions of diversity (see Figure 2.1). Therefore, when nonprofit leaders are thinking about and discussing diversity, not all dimensions are being valued or even acknowledged to the same degree. This was particularly noteworthy when considering disability status: 53 percent of respondents indicated that disability status was of no or slight importance, yet 69 percent of respondents were only slightly or not at all satisfied with the representation of disability status on their boards (see Figure 2.2).

Focus group participants agreed on two main reasons for the value of diversifying their boards:

1. To bring varying perspectives to the conversations and work of the board
2. To ensure that the board represents and/or relates to the community which it serves.

Importance of Each Demographic Leadership Ratings

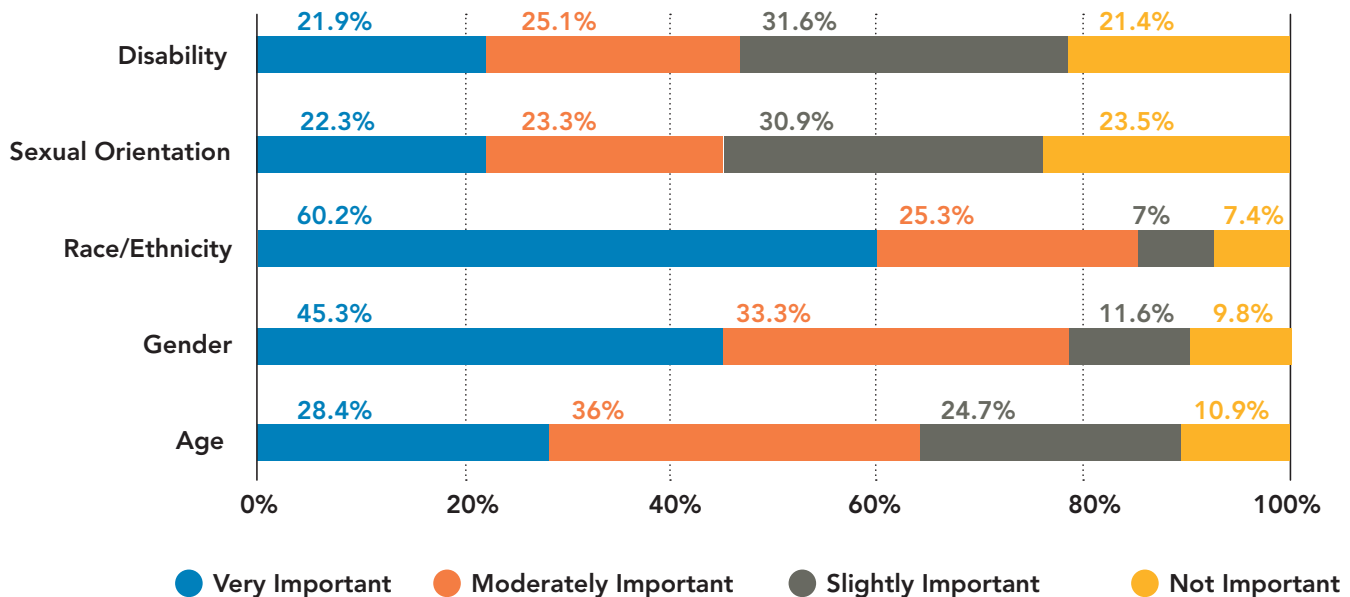


Figure 2.1

Key Findings

Yet, survey respondents' belief of whether or not their boards reflected the community they served was only correlated with board race/ethnicity when looking across demographic measures. This draws into question whether nonprofit leaders are looking beyond race/ethnicity when determining whether they are representing their community, or using race/ethnicity as a proxy for diversity. It is possible that some nonprofit leaders may have a surface-level understanding of DEI that limits their definition and understanding of diversity, potentially hindering the development and implementation of effective DEI practices. This is why notions of equity and inclusion are critical to assessing and addressing diversity practices. Incorporating equity and inclusion ensures organizations are prioritizing processes that address imbalances and that value, leverage, and welcome varying identities, thus more likely preventing the possibility of tokenizing staff and board members.

Due to the emphasis placed on race/ethnicity by respondents, the following section focuses on this particular dimension of diversity.

Divide between the importance of racial/ethnic diversity and satisfaction

While 86 percent of respondents reported that race/ethnicity is moderately or very important, the majority

of respondents are either not satisfied or slightly satisfied (61 percent) with their board's racial/ethnic diversity (see Figures 2.1 and 2.2). Broken down further, respondents who rated race/ethnicity as very important were the least satisfied with their board's current level (see Figure 2.3). Increased satisfaction with race/ethnicity is correlated with greater presence of minority groups on boards, making satisfaction a good indicator of actual board racial composition (see Figure 2.4). In contrast to satisfaction, the level of importance attributed to race/ethnicity had little to no correlation with board representation (see Figure 2.5). Therefore, there is a clear disconnect between the importance of board race/ethnicity and satisfaction levels, as well as actual board composition. **This suggests that despite boards agreeing on the value of greater racial/ethnic diversity, there is either inaction or ineffective action on the part of nonprofit leadership in addressing these concerns.**

This finding is reflective of Deloitte's 2017 study of board diversity in the corporate sector, which found that "while executives believe in the benefits of diversity among board members, many have a difficult time defining it and developing practices for promoting it."¹⁵

Satisfaction with Each Demographic Leadership Ratings

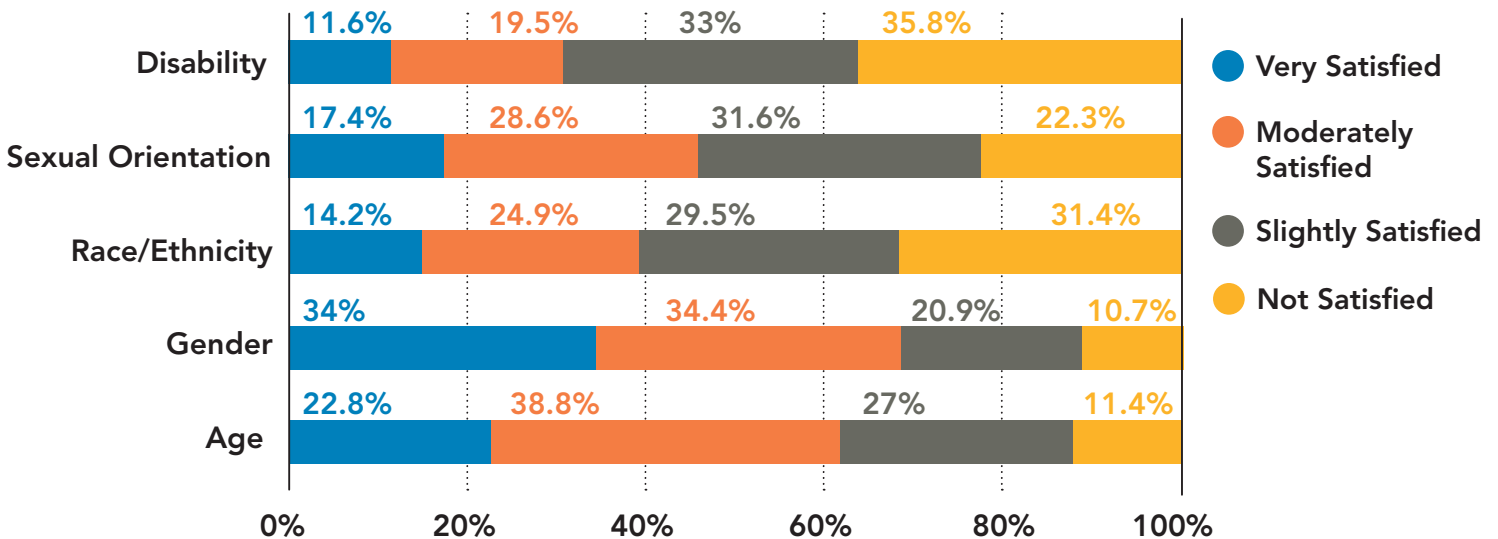


Figure 2.2

Importance of and Satisfaction with Board Race/Ethnicity Leadership Ratings

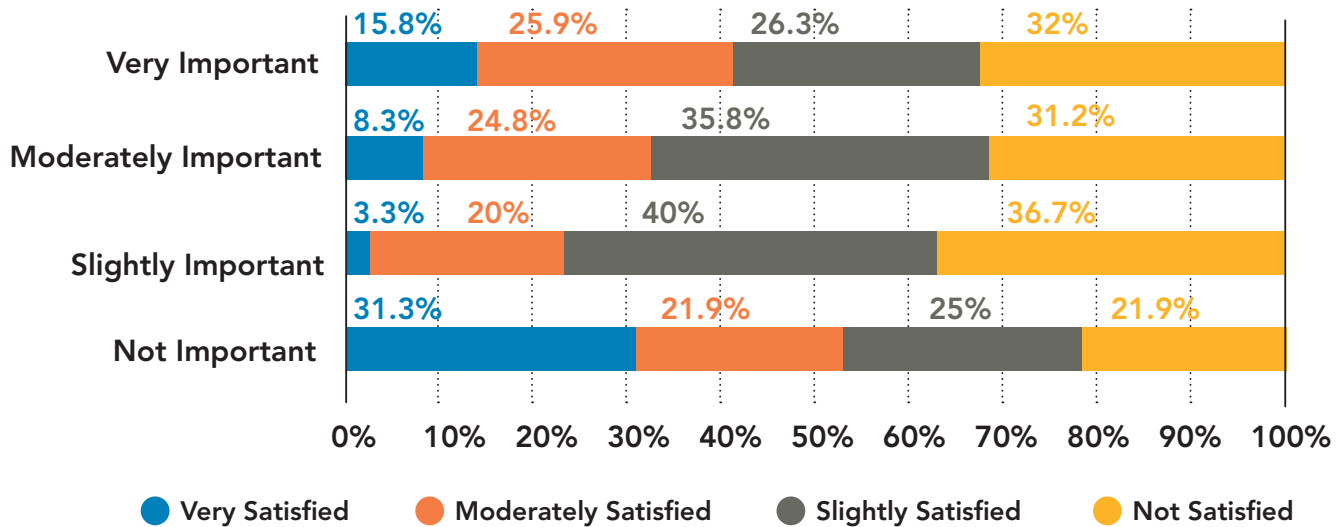


Figure 2.3

Board Race/Ethnicity and Satisfaction with DEI

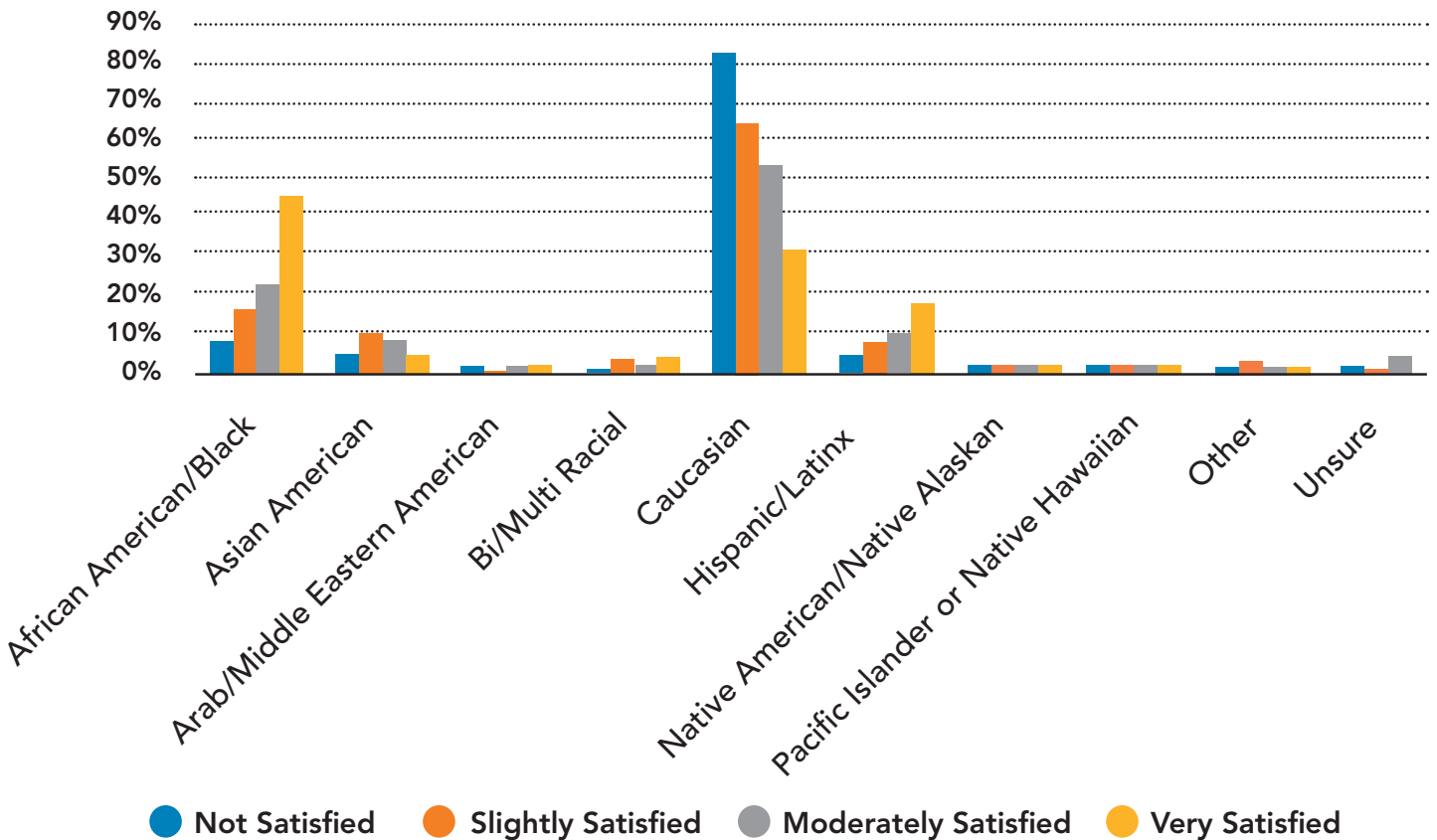


Figure 2.4 N = 336

Board Race/Ethnicity and Importance of DEI

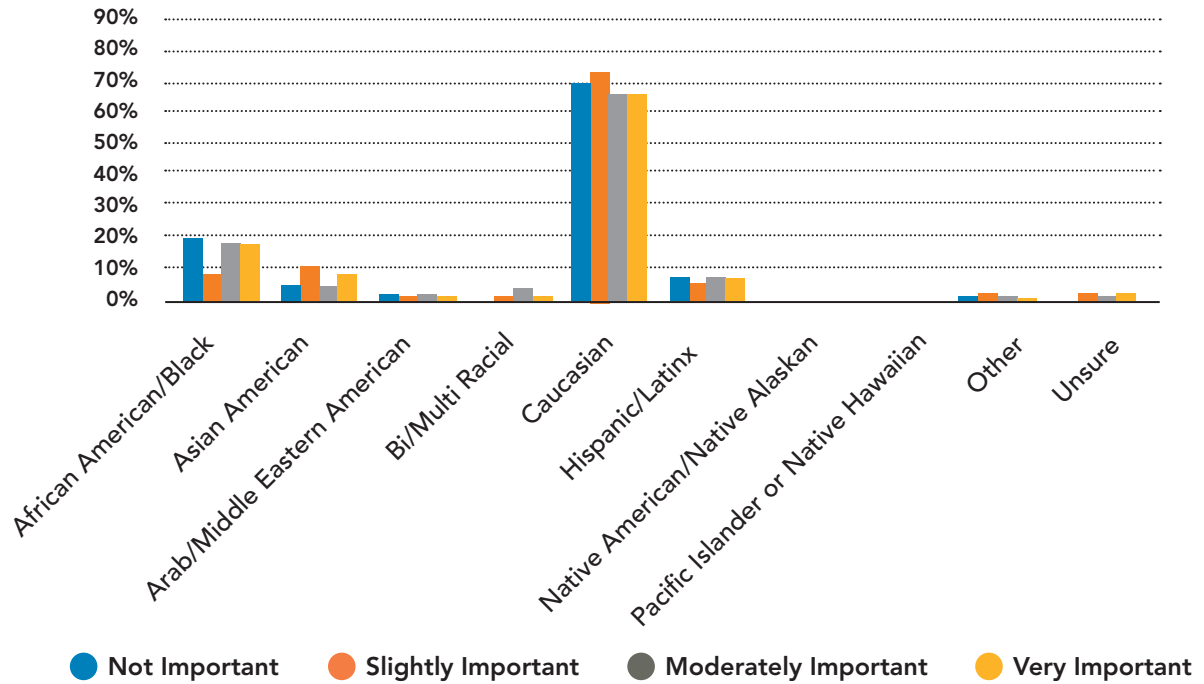


Figure 2.5 N = 336

FINDING #3 Representation in Leadership Matters

When analyzing the correlation between board demographics and CEO/ED demographics, findings in age, gender, and sexual orientation did not produce noteworthy results; however, there was a significant correlation between board and CEO/ED race/ethnicity. As seen in Figure 3.1:

- Organizations with African American/Black CEOs/EDs have 48 percent African American/Black board members
- Organizations with Asian American CEOs/EDs have 61 percent Asian American board members
- Organizations with Bi/Multi Racial CEOs/EDs have 66 percent board members of color
- Organizations with Caucasian CEOs/EDs have 74 percent Caucasian board members
- Organizations with Hispanic/Latinx CEOs/EDs have 35 percent Hispanic/Latinx board members.

Board Race/Ethnicity Breakdown According to CEO/ED Race/Ethnicity

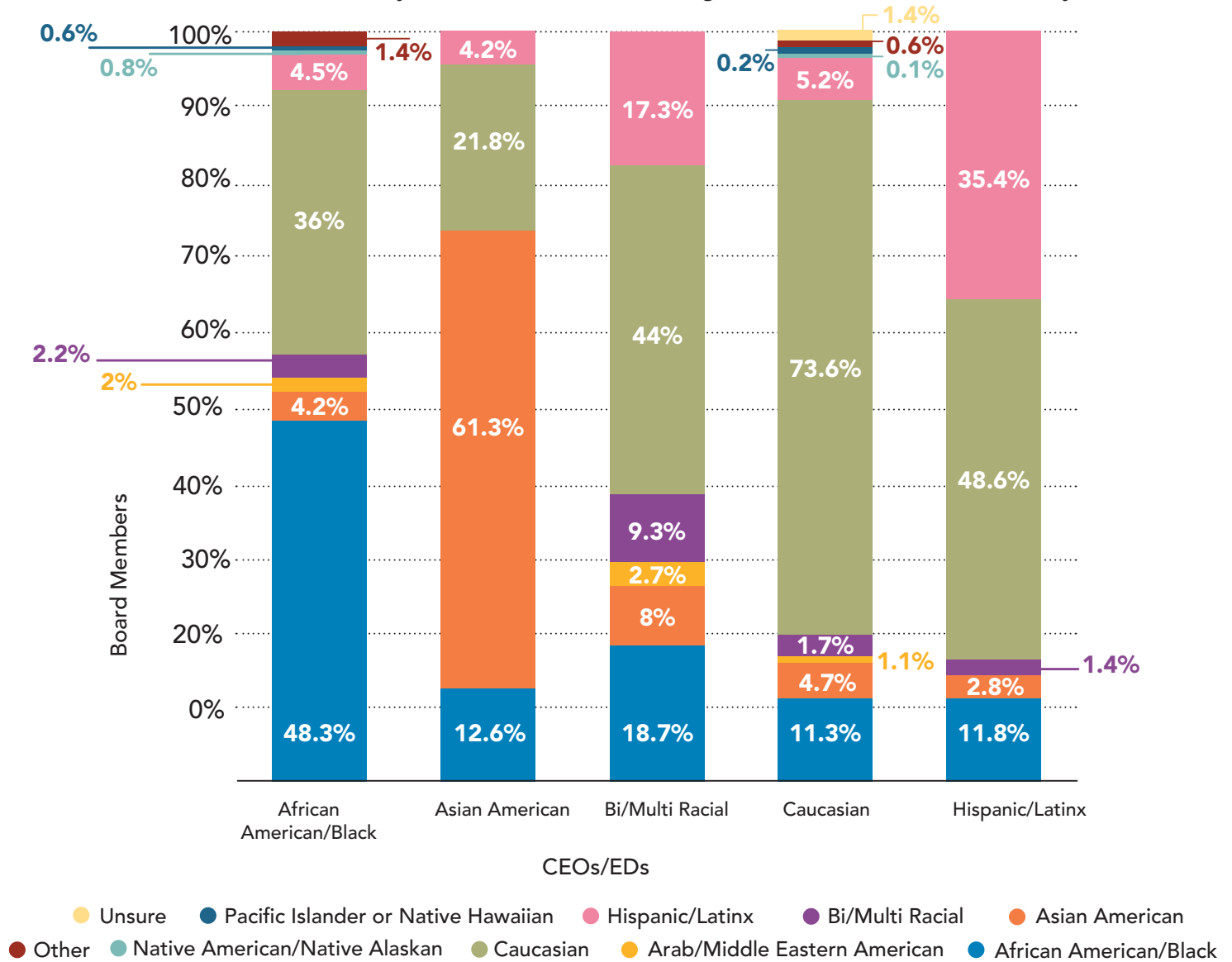


Figure 3.1 N = 248 Note: Results from Arab/Middle Eastern American, Native American/Native Alaskan/Pacific Islander or Native Hawaiian, Other and Unsure categories were excluded as the sample sizes were too small

Key Findings

In addition, the study found that organizations led by CEOs/EDs of color (non-Caucasian) were twice as likely to offer ongoing DEI training as Caucasian CEOs/EDs (see Figure 3.2). This is noteworthy because the highest level of satisfaction with board DEI for race/ethnicity was associated with organizations that provided ongoing DEI training to their boards. Approximately 57 percent of respondents who indicated that their organizations provide ongoing DEI training were either very satisfied or moderately satisfied with board DEI for race/ethnicity (compared to 45 percent of those organizations that solely provide training at orientation and 32 percent of those who do not offer DEI training (see Figure 3.3)).

While this study is unable to determine whether board member or CEO/ED demographics have greater influence on board composition, these results clearly illustrate the importance of making more leadership pathways for people of color. *The Race to Lead: Confronting the Nonprofit Racial Leadership Gap* report by the Building Movement Project¹⁶ further explores these issues. According to their survey findings, the majority of respondents believe that structural inequities in the nonprofit sector mainly accounts for the lack of people of color in top leadership roles.

The Race to Lead report further found that “respondents, especially people of color, agreed/strongly agreed that executive recruiters don’t do enough to find a diverse pool of qualified candidates for top-level nonprofit positions, predominately white boards often don’t support the leadership potential of staff of color, and organizations often rule out candidates of color based on perceived ‘fit’ with the organization.” As further discussed in the following section, the networks and cultural experiences of current leadership are often treated as the only networks available, or cultural experiences “acceptable,” to the organization, therefore limiting the organization’s ability to diversify, expand, and shift practices to embrace equity and inclusivity. These findings, in conjunction with those discussed in this report, suggest that the responsibility in ensuring DEI lies within the power of the board. Boards must be thoughtful and intentional when recruiting and developing leaders of color to ensure equity and inclusiveness and prevent tokenism.

Diversity, Equity, and Inclusion Training for the Board

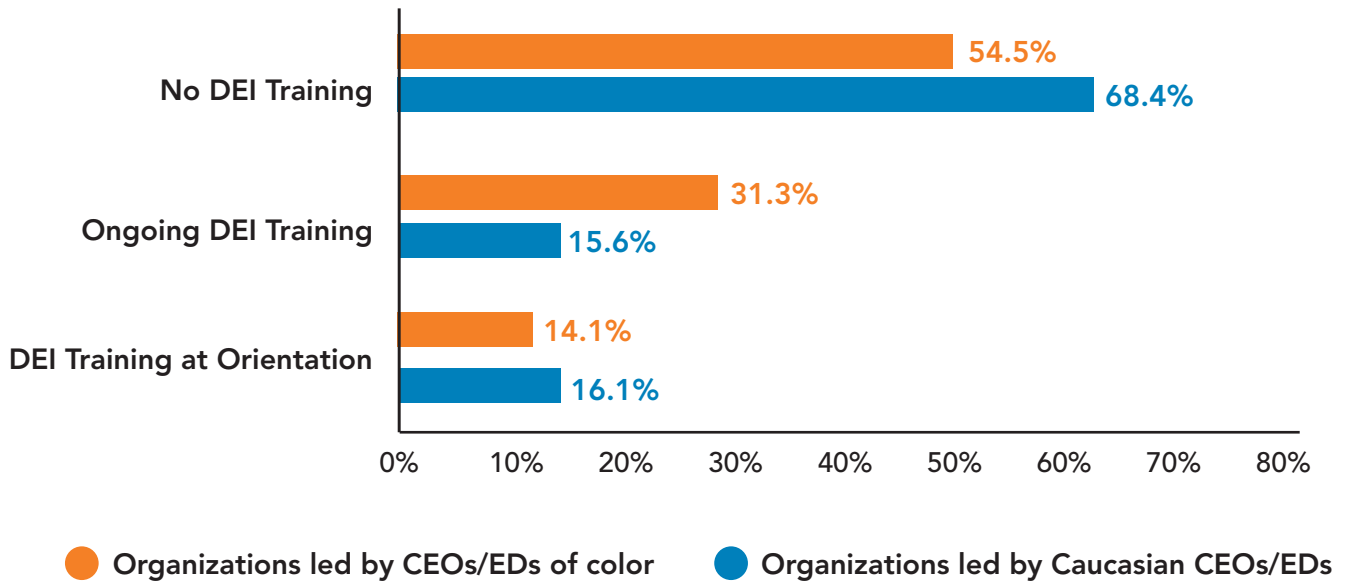


Figure 3.2. N=228 for Caucasian CEOs/EDs and N=99 for CEOs/EDs of color

Diversity, Equity, and Inclusion Board Training and Satisfaction with Board Race/Ethnicity

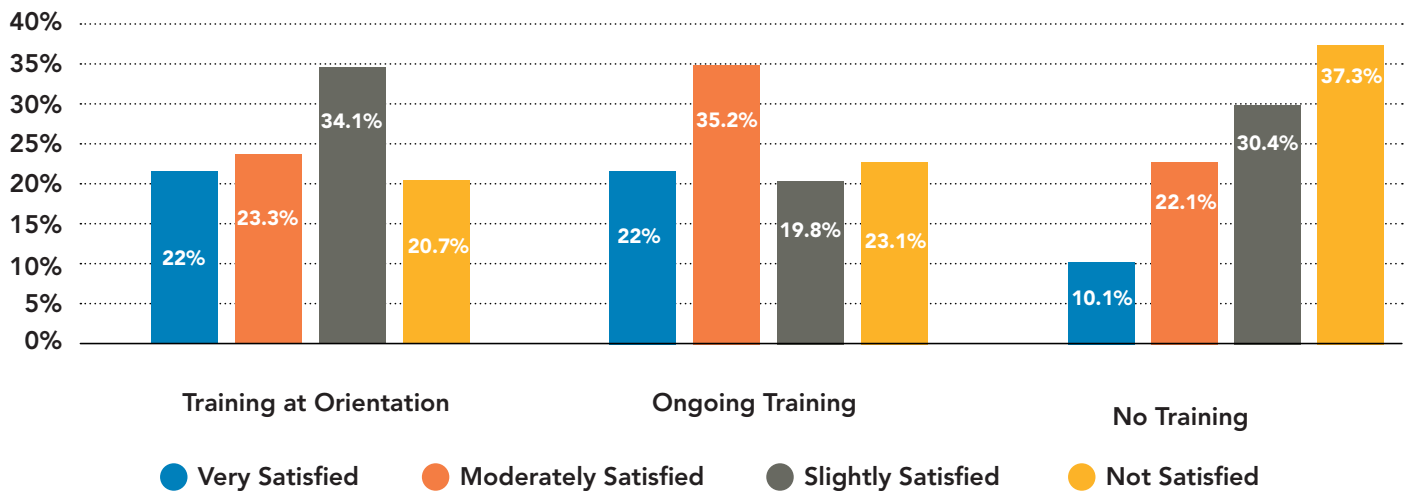


Figure 3.3

Key Findings

FINDING #4 **Board Complacency and Resistance to Change Impede DEI**

Board complacency and fear of change are deeply connected. New and diverse board members may bring in new ideas, challenge old strategies and processes, and disrupt existing synergies. However, as previously discussed, these potential disruptions are critical to maintaining success, growth, and/or relevance. The focus group conversations further suggested that fear and complacency also leads to board stagnation, therefore hindering efforts related to diversity, equity, and inclusion.

As several focus group participants noted:

“*Inclusivity of different ideas is our biggest challenge. I think we are challenged with that because of the hierarchal nature of the board and the way that the board chair operates. Different opinions are often met with a rebuttal and are often disregarded and not valued as just a differing idea.*
– Executive Director, Focus Group

“*There's the issue of trust when you bring new people in the old inclusionary process. It's going to be, "How does the trust change between the newer and existing members?"*
– Executive Director, Focus Group

“*Part of the difficulty in responding to the board culture has to deal with how long someone has been on the board. Our board president has been on the board since 1980. I also have a board member who is a legacy member and has a very different idea of the culture than someone who is brand new. Managing that is difficult (to give a space for people who are new, and anyone who has been there fewer than three years is new) because half of the board has been there for 20 years.*
– Executive Director, Focus Group

These excerpts illustrate concerns surrounding complacency and stagnation and how they may result in reluctance to change that inevitably hinders opportunity for diversity in thought and, ultimately, the growth of an organization.

The excerpts above also highlight that some board members may choose to be complacent because they believe diversifying will create dissonance between old and new members. This is related to concerns over the absence of term limits, which is also often cited as a potential obstacle to furthering DEI.

Based on focus group and survey responses, the next sections discuss the relationship between board complacency and term limits, as well as organization age and budget size.

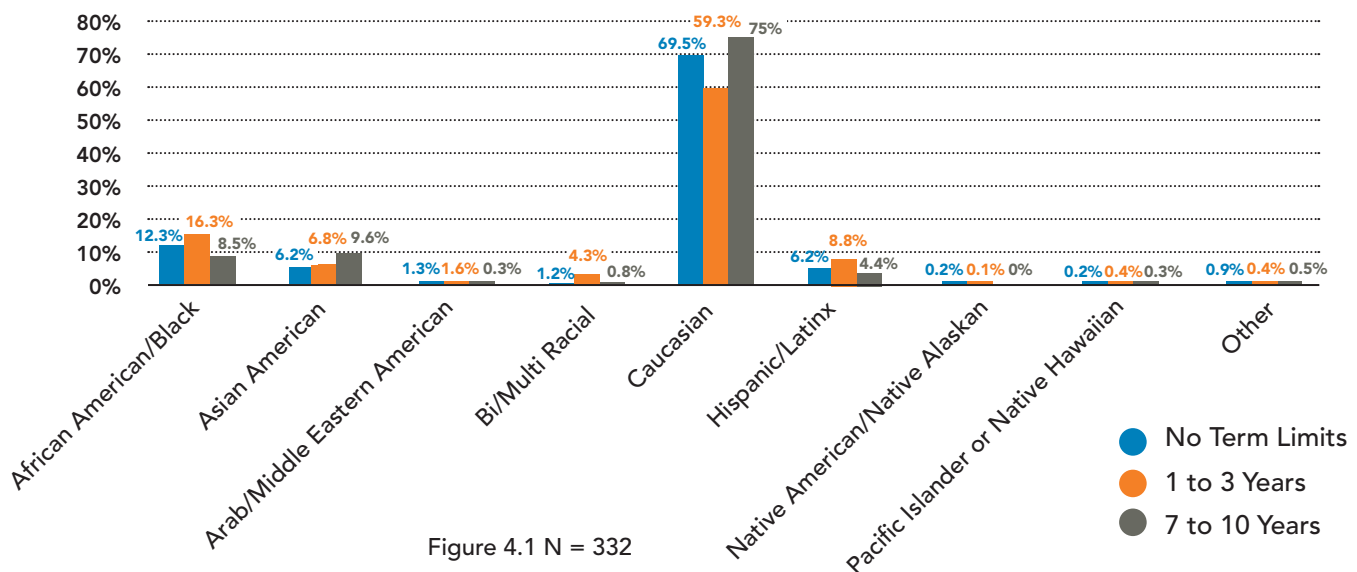
Term Limits

A term limit is the maximum amount of time that a board member can serve on the board, including renewed terms (for example, as shared in the survey question, the term limit for an organization with two year terms with a two-term maximum would be four years). Focus group participants identified the lack of term limits as a significant barrier for organizations interested in becoming more diverse and inclusive. Concerns over board term limits are linked to apprehensions around perpetuating board complacency and homogeneity, pushback from long-term board members, or loss of institutional knowledge. This is exemplified in the following quotes:

- “ *It's sometimes hard to get new members to integrate because [other board members] have been on the board too long.* – Executive Director, Focus Group
- “ *There are cliques within the board, and my job is to break down those internal groups in a way that benefits the organization... Part of the difficulty in responding to the board culture has to deal with how long someone has been on the board... I have trouble getting people off my board. They cling to the role, and they aren't social. The only way we are going to diversify is if some people leave.* – Executive Director, Focus Group
- “ *[As for terms,] I am pushing for change from the opt-out to opt-in after their 2-year term. [However,] there's a concern about the loss of institutional knowledge, and people want to be sure [new members] are dedicated to what we do and it really is about making sure someone is in place before they step down. That's where the pushback has come from.* – Executive Director, Focus Group

The arguments made around term limits suggest that there is hesitancy and considerable pushback in instituting them, as well as the belief that term limits are key to successfully diversifying. However, instituting term limits does not inevitably lead to more diversity, equity, and inclusion. **Based on the survey results, there is no definitive correlation between term limits (or the lack thereof) and board race/ethnicity** (see Figure 4.1). This suggests that term limits cannot be an organization's sole justification for having a homogenous board, nor the primary solution for diversifying their board.

Term Limits and Board Race/Ethnicity



Key Findings

Organization Age and Budget Size

Study results indicate that organizations that are younger and have smaller budgets often have greater representation of minority groups on their boards and in CEO/ED positions, particularly with regards to race/ethnicity (see Figures 4.2-4.5). For example, organizations that are five years-old or younger have 33 percent African American/Black and 8 percent Hispanic/Latinx board members. Contrastingly, organizations that are over 75 years-old have 10 percent African American/Black and 3 percent Hispanic/Latinx board members. Focus group discussions also support these survey findings and revealed that four larger and older (in budget and/or age) nonprofit organizations have boards of directors that are challenged with stagnation. It is important to note that these age and budget size correlations occur on the extremes and have less significance when comparing organizations in the middle ranges.

Board Race/Ethnicity Breakdown and Organization Age

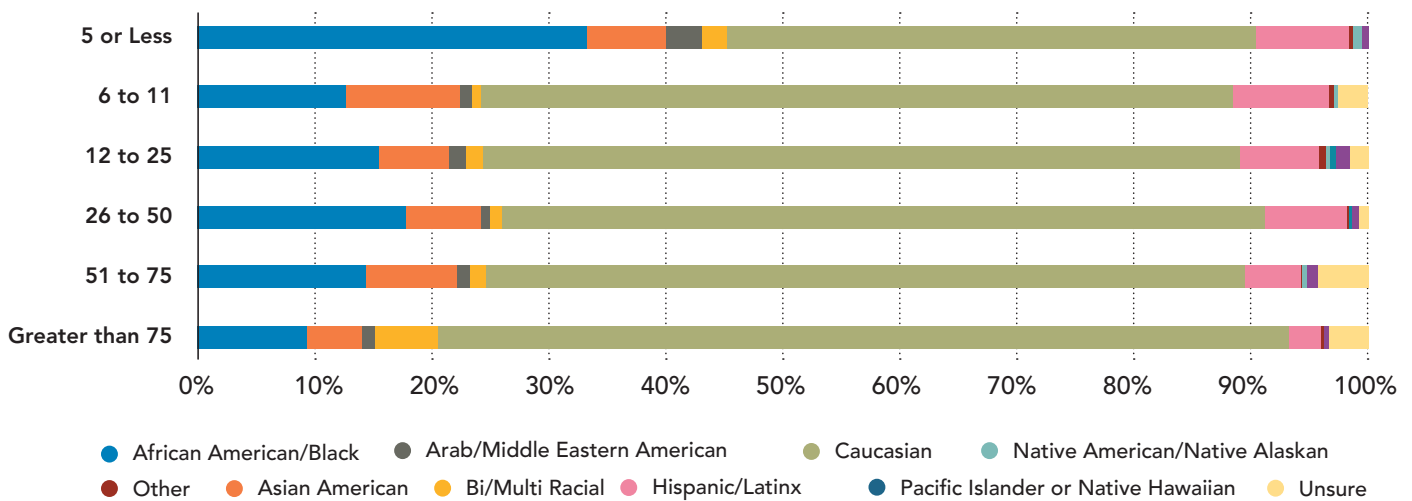


Figure 4.2 N = 336

CEO/ED Race/Ethnicity Breakdown and Organization Age

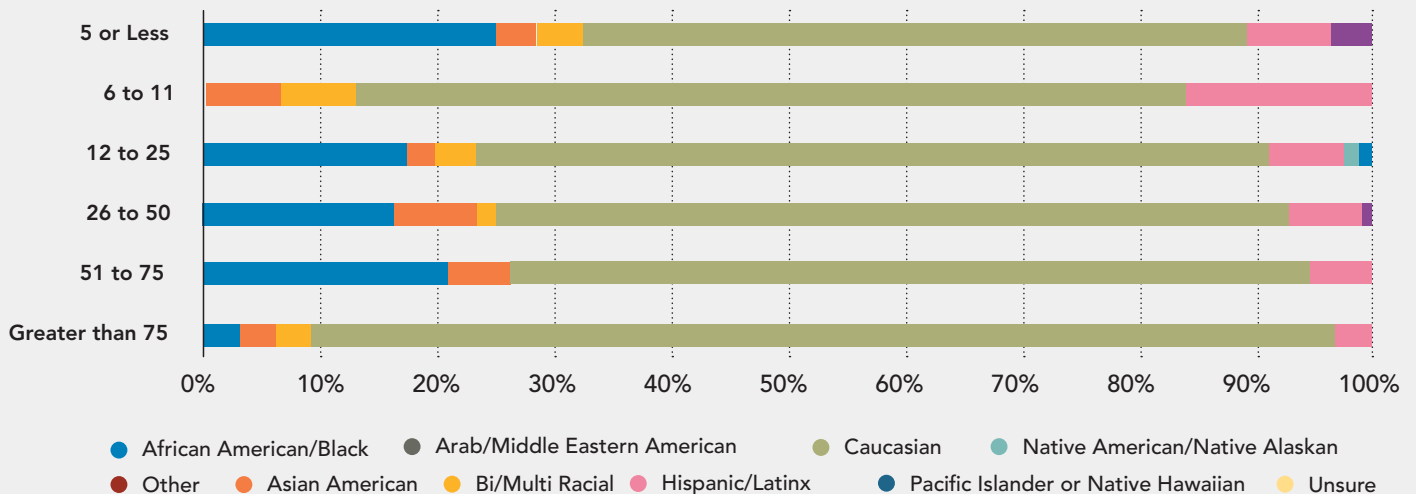


Figure 4.3 N = 329

Organization Budget Size and Board Race/Ethnicity Breakdown

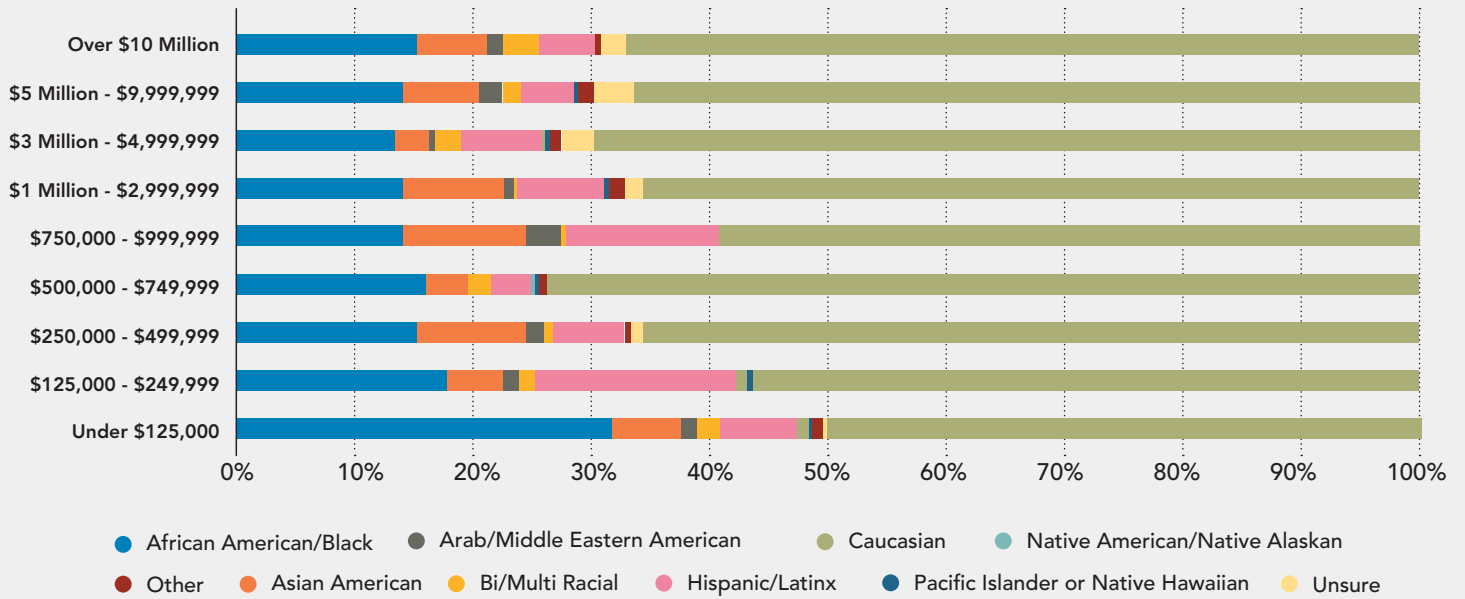


Figure 4.4 N = 318

Organization Budget Size and CEO/ED Race/Ethnicity Breakdown

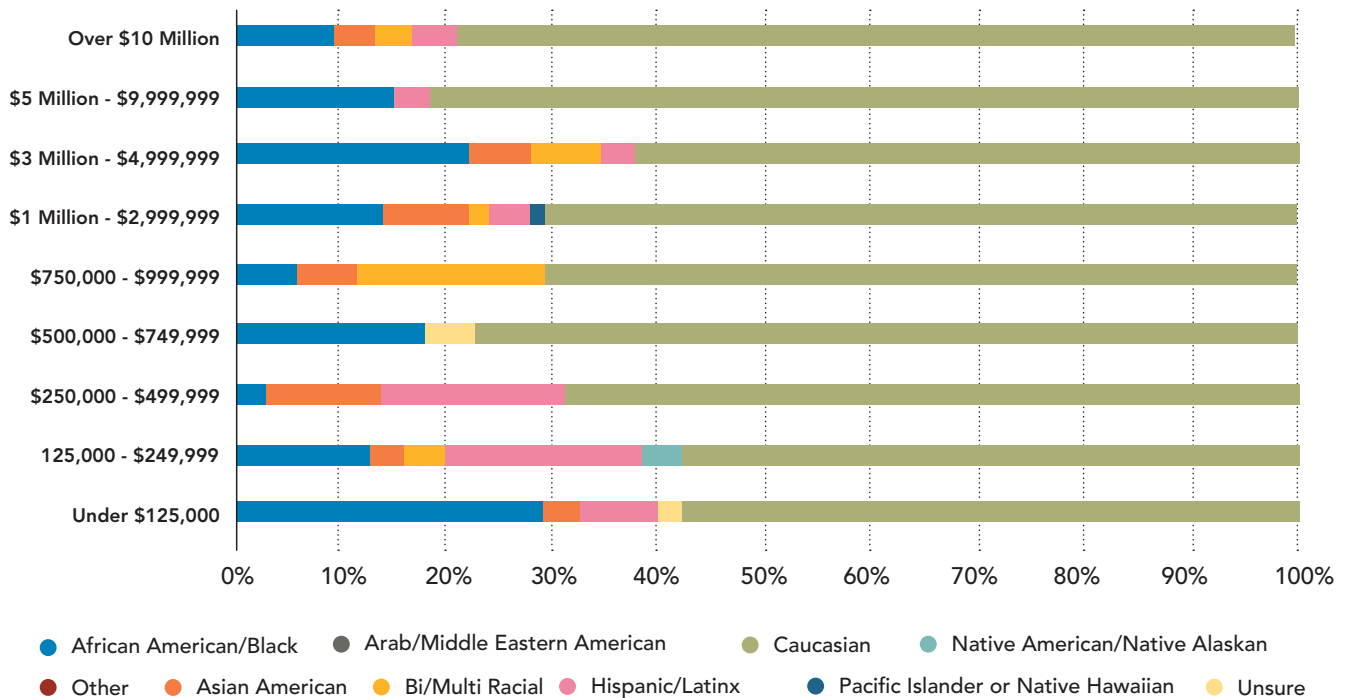


Figure 4.5 N = 329

Key Findings

These results begin to illustrate the implications of board complacency: younger organizations may be less susceptible to stagnant boards and therefore more likely to be adaptable and open to change. Moreover, since younger organizations are more likely to be led by people of color, DEI may more likely be embedded into the organizational culture and therefore reflected on the board. Older organizations should be more intentional in preventing and addressing board stagnation and fear of change, which includes accepting the potential shifts of power and privilege that may come with disrupting the status quo of board membership.

This cannot be addressed by simply instituting board term limits. Board complacency is partly a result of not viewing DEI as a priority. Organizations must get board members to not only value DEI, but view it as a pressing need and a key component of good governance.

FINDING #5 Boards May Be Perpetuating Harmful Biases

Focus group and survey responses suggest that there may be prevalent board biases that deter DEI efforts. More than half of focus group participants acknowledged, and some expressed frustration with, the presence of cultural biases among individual board members (on their board and in general) and/or within their board's culture.

This section will focus on dismantling two widespread assumptions that arose from this study: the assumption that give/get policies can be a major obstacle to recruiting individuals who are racially/ethnically diverse, and that there is a limited pool of diverse candidates.

Give/Get Policies: The Problem with Equating Socio-Economic Status with Race/Ethnicity

Fundraising has traditionally been a critical component to membership on nonprofit boards. As such, give/get policies, an agreement on the part of board members to either personally donate a certain amount of money every year or to raise a certain amount to support the organization, are often assumed to be one of the biggest challenges to diversifying boards. According to focus group participants there is a perception that these requirements can create discriminatory and exclusive practices. For participants in the focus groups as well as respondents to the survey, the impact of financial expectations can create concerns about who can and cannot serve on an organization's board. For instance, respondents and participants noted:

“ *The give-get is difficult for low-income and communities of color.*
– Board Member, Focus Group

“ *Candidates from lower socioeconomic strata frequently do not have the means to contribute financially at requisite levels, and finding candidates from but not in those strata is difficult.*
– Survey Respondent

“ *Like most nonprofits, board support is an important part of our revenue. We struggle to include board members that represent the diversity of our constituents and community while at the same time have the resource to meet our give/get.* – Survey Respondent

“ *Give-get closes the door for a lot of people; younger people, retirees or people who are recommended to provide for their communities.*
– Board Member, Focus Group

Key Findings

A question on socio-economic status was not included in the board composition section of the survey, so this study cannot speak to the implications of give/get policies on the socio-economic diversity on boards. In the focus group and survey comments, there was a common belief that give/get policies also impact racial/ethnic diversity on boards.

However, survey data indicates a modest shift in racial/ethnic representation between organizations that have some form of a give/get and those that have no such requirements, which suggests that a give/get requirement by itself would not be a significant impediment to greater racial/ethnic diversity on boards (see Figure 5.1).

Yet, while the use of the give/get may not be an exclusionary practice, survey findings suggest that the give/get amount may have significant implications. Figure 5.2 outlines the board racial/ethnic breakdown for survey respondents that indicated they had a fundraising requirement. Survey respondents were also able to indicate whether the give/get requirement “varies by member”. The larger the fundraising requirement the less diverse the boards became in terms of race/ethnicity. For the 40 organizations that require a give/get below \$1,000, 45 percent of board members are Caucasian, compared to 82 percent for the 20 organizations that require \$20,000 to \$49,999. A potential reason for this is due to implicit bias and homogenous networks among board members: boards with larger give/get requirements may be less inclined to actively seek to diversify their membership with regards to race/ethnicity (which again, may be due to nonprofit leadership conflating race/ethnicity with socioeconomic status).

	Yes, Give and Get	Yes, Give or Get	No Requirements
African American/Black	13.0%	12.3%	17.8%
Asian American	8.7%	5.5%	4.3%
Arab/Middle Eastern American	1.1%	1.5%	0.3%
Bi/Multi Racial	0.6%	2.7%	2.1%
Caucasian	70.0%	69.0%	56.3%
Hispanic/Latinx	5.6%	6.6%	11.1%
Native American/Native Alaskan	0.1%	0.3%	0.1%
Pacific Islander or Native Hawaiian	0.2%	0.3%	0.0%
Other	0.6%	0.4%	1.4%
Unsure	0.2%	1.3%	6.5%

Figure 5.1 N = 336

It is important to note that the survey did not account for socio-economic status. While it is clear that the higher the give/get amount the less inclusive it is to individuals of lower socio-economic status, we cannot conclude based on the survey data whether the give/get amount can be a possible barrier for people of color. That said, there is a correlation between race/ethnicity and socioeconomic status in NYC. As 2010 American Community Survey results found, compared to their Caucasian counterparts, minority populations in NYC have lower median household income, lower per capita income, and higher poverty rates.¹⁷

Give/Get Amount and Race/Ethnicity Breakdown

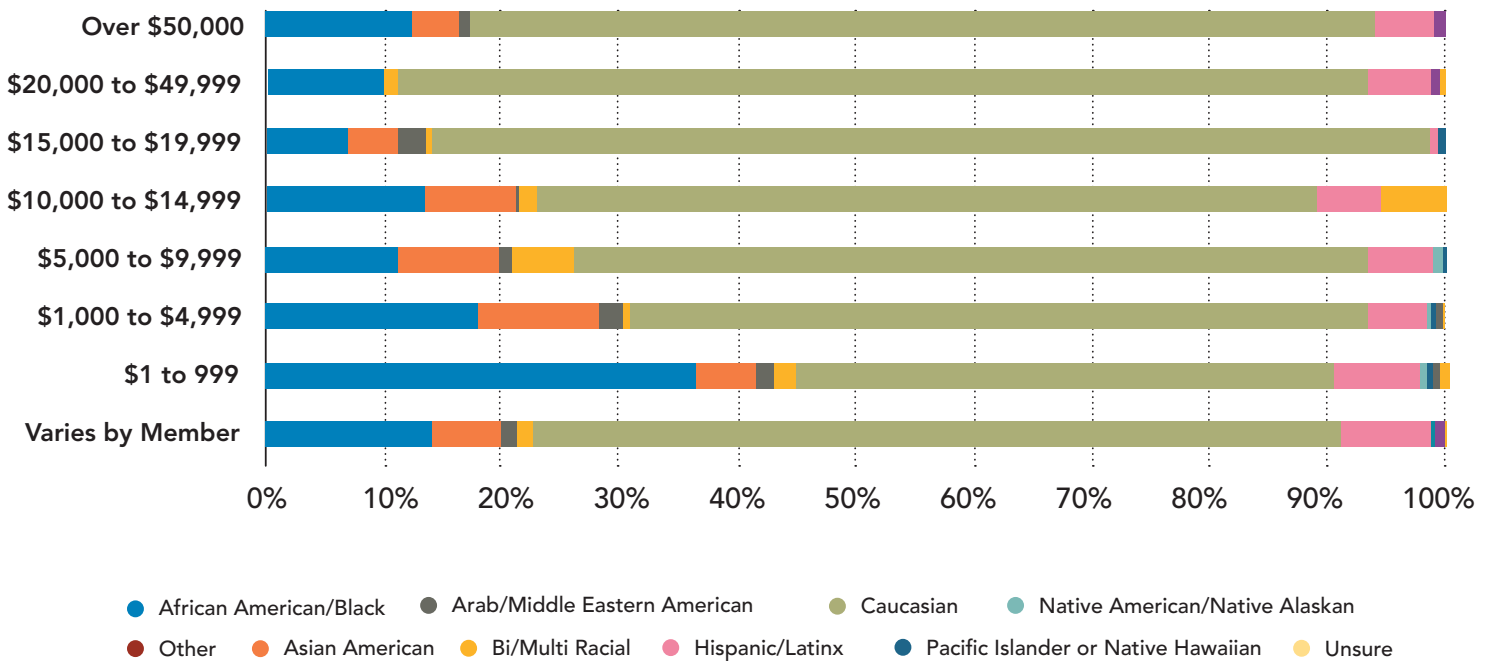


Figure 5.2 N = 255

Assumption of a Limited Pool of Diverse Candidates

Concerns around the ability to recruit diverse candidates was listed as a top challenge in the survey and discussed at length in the focus groups. Below are a few examples of recruitment concerns shared by survey respondents and focus group participants:

“ Unlike our staff, exposure on the board is limited. If you have a majority of rich white people, you’re going to ask more rich white people to join, and that perpetuates itself. That’s kind of the cycle.
- Board Member, Focus Group

“ It seems that the pool of POC [People of Color] available for board position[s] is extremely limited. Very frustrating to try to reflect the populations we serve if all POC candidates are sought after.
- Survey Respondent

“ Ethnic diversity is a challenge. I don’t think just thinking and saying you need more people of color on board is the way to get more people of color on the board. On the other hand, the pool of people of color who may want to come on board is highly competitive. That’s kind of disgusting and a white supremacist way of looking at it, but that’s the challenge.
- Executive Director, Focus Group

“ The pool of possible board members that fit the criteria in our by-laws gives us a limited pool of mostly white males.
- Survey Respondent

As these statements indicate, many nonprofit leaders attribute the lack of DEI on their boards to their limited networks as well as the belief that there are not enough candidates of diverse backgrounds that fit their board criteria (i.e. a limited pool). It is possible that the two perspectives are related: The perception that there is a limited pool of candidates to recruit from may stem from the fact that many board members are not looking for prospects beyond their social and professional networks, which may be largely homogeneous.¹⁸

As Figure 5.3 demonstrates, word of mouth is the most commonly used strategy (92 percent) for recruiting board members. While using clients is the second highest listed tool for recruitment, it is a distant second at 40 percent. This suggests that while some organizations are at least looking within the communities they serve for potential new board members, most organizations rely heavily on board member networks.



Figure 5.3

Similarly, focus group and survey results highlighted the pervasive notion that board members are or must be professionals, relatively wealthy, and educated, and further indicated that give/get policies are contributing to notions of limited pools:

“ *...Our board members are upper-middle income to affluent. The affluent bring in a lot of money and expect others to do the same. And if you're not traveling in those circles, you just don't have access to that kind of money. - Executive Director, Focus Group*

“ *When you have a board that is more geared to helping individuals rather than institutions, you see the benefit of having people on the board who reflect the experience of those who you serve, making sure you are developing the right programs. They should be in an advisory role but may not have the education or experience to govern the organization. - Board Member, Focus Group*

“ *It is difficult finding board members of any background who have the time and expertise to help govern the organization, as well as meeting the give-get goals, but this is especially a challenge for more diverse potential board members. - Survey Respondent*

As demonstrated in the quotes above, perceptions of limited pools are defined by what potential diverse board members do not appear to have, e.g. “education” or “money.” These perceptions may be grounded in an implicit bias that these characteristics are more likely to be found in Caucasian individuals, and less in people of color (as demonstrated by some comments that equate race with socioeconomic status, as discussed above under give/get policies).

Nonprofit leadership must first consider the characteristics they are valuing and the misconceptions they may be perpetuating. Notions of limited pools and valuing specific characteristics – and assuming those characteristics are inherently related to whiteness – will only ensure that boards remain homogenous. Boards should question their potential biases and also consider how these biases may dissuade potential board members:

“ *As a person of color in today's society, you are not only perhaps battling the perception of whether you are qualified or not or whether you achieved some sort of success or affirmative action or not. - Board Member, Focus Group*

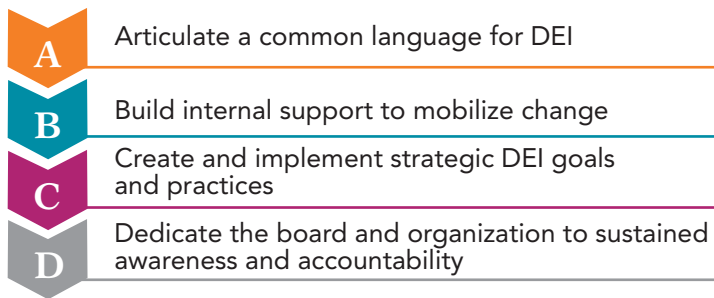
This statement illustrates that perceptions of a limited pool may be harmful and are recognizable by individuals of color. These findings indicate the harm of unchecked board biases, which may lead to sweeping over-generalizations that dissuade further DEI efforts and promote greater board complacency. The assumptions that there is limited pool of diverse candidates and that give/get policies are a barrier to racial/ethnic diversity may discourage board members by fostering a mindset that there is nothing that can be done to address DEI, and more alarmingly, that the issue lies with diverse individuals rather than the board. As discussed further in the Recommendations section, in order to be authentic, comprehensive, and effective in addressing DEI, organizations must first start with having difficult conversations.

Based on the overall survey results, this study found that policies and procedures are not absolute guarantees in ensuring sustainable change. This is not to suggest that policies and procedures are futile, but rather that addressing board culture and biases is an essential step to promoting DEI. **Jumping to DEI policies and procedures without first taking the most critical and overlooked step of moving beyond a surface-level understanding of DEI and building internal buy-in may not lead to the desired impact and could stifle progress. Policies and procedures alone will not fix homogeneity or inequity on boards.**

Recommendations

Nonprofit leaders must harness existing board support for DEI to build a deepened and common framework for successfully approaching this issue, and proactively move away from a surface-level understanding that can lead to counterproductive and ineffective thinking and solutions. It is the responsibility of CEOs/EDs and board leaders to guide these efforts and hold themselves and their organizations accountable.

Our recommendations are divided into the ABCs of DEI:



It is important to note that these recommendations are not necessarily sequential, and that as nonprofit leaders are strengthening their DEI efforts, they may need to navigate back and forth between different steps. The key is for leaders to set the foundation before skipping to amending board practices.

Articulate a common language for diversity, equity, and inclusion

Define DEI

Nonprofit leadership should first establish common, agreed-upon language when discussing DEI. As discussed, the D5 Coalition¹⁹ provides starting definitions to begin articulating the meaning of DEI, but in particular, boards must critically analyze the use of the term “diversity” within the board to understand which characteristics board members are referring to, identify what the potential gaps may be, and determine whether this reflects the values of the organization. Specifically, organization leaders must challenge themselves to work beyond the often tokenizing concept of diversity and begin to grapple with what equity and inclusion look like in their organization. As boards continue these conversations, it is important to extend the

board’s common vocabulary to encapsulate terms such as privilege, power, oppression, institutional racism, and implicit bias, which begin to root DEI in a broader societal and historical context.²⁰ Developing a shared language for DEI can also include board members who are less familiar with this work, and serve as a framework that can be reinforced when navigating these discussions. This speaks to the importance of providing ongoing DEI education and training to board members. Just as many nonprofits provide board training on specific governance responsibilities such as financial management or compliance, it is important that nonprofits prioritize and educate their board on DEI so as to set them up for success.

Address privilege and power imbalances

DEI extends beyond the boardroom and the organization. Nonprofit leaders should be wary of discussions that attempt to disentangle DEI efforts from the inherent inequalities and inequities that make them necessary to begin with.²¹ This requires an understanding and acknowledgment of privilege and power. Board members and CEOs/EDs are entrusted with significant authority over the organization and its constituents, and it is important to consider the distribution of this authority and which groups are excluded. For instance, many focus group participants stated limited networks are a key barrier to diversification efforts; conversations on privilege provide a space to reflect on what systems are behind these limited networks that center and concentrate power with certain groups. It is important to acknowledge that both across and within demographics such as age, gender, race/ethnicity, sexual orientation, and disability status, underprivileged groups are not affected in the same ways or to the same degree, and that demographics are intersectional.

The goal is for leaders to move towards an equity cognitive frame, which attributes unequal outcomes to institutional practices, and away from a deficit cognitive frame, which attributes unequal outcomes to individual characteristics and shortcomings.²²

Challenge cultural biases and assumptions

Related to discussions of privilege and power is the need to address how inequality and inequity can manifest in individual and group thinking, assumptions, and biases surrounding certain groups. More than half of the focus group participants acknowledged, and some expressed frustration with, the presence of cultural biases among individual board members (on their board and in general) and/or within their board's culture.

It is crucial for nonprofit leaders to be aware of and openly discuss implicit biases, which are positive or negative associations that individuals unconsciously hold towards certain groups of people.²³ Especially when discussing challenges or strategies for recruiting or retaining diverse individuals, nonprofit leaders should be mindful of any assumptions that underlie their thinking. Boards should distinguish which ideas and beliefs are actual versus preconceived, with the difference being whether there is adequate evidence to support a given viewpoint. For example, one focus group participant who was a board member shared:

When you have a board that is more geared to helping individuals rather than institutions, you see the benefit of having people on the board who reflect the experience of those who you serve, making sure you are developing the right programs. They [constituents] should be in an advisory role but may not have the education or experience to govern the organization.

Another board member in the focus group challenged this assumption, countering that:

[Constituents] could be great board members because they are capable. I think it's a fundamental value. It's not for us to presume the skills or abilities of those who are benefiting from the services you provide. Sometimes that is the unconscious bias that can be going on.

In order to reveal, challenge, and correct biases, nonprofits must be willing to have honest and sometimes uncomfortable conversations regarding diversity, equity, and inclusion practices.

Build internal support to mobilize change

After establishing the foundational knowledge of DEI for all staff and board, leadership must champion internal momentum for DEI efforts. Nonprofit CEOs/EDs and/or board leaders must first commit to and prioritize DEI before calling others to the cause. As with any change management, cultivating a board that embraces DEI requires explicitly addressing board and organizational culture.²⁴

Recruit DEI Advocates

Leadership should pinpoint the (sometimes hidden) influencers that can help foster, move forward, and operationalize culture change. Influencers can be a key component to generating buy-in.²⁵ Leadership should consider looking to board members who are particularly respected or trusted by other members. Who are the individuals that others turn to, have strong connections on the board, are active, and/or have institutional knowledge and experience?²⁶

Communicate the value add of DEI

While there is plentiful research on the universal value and benefits of diversity,²⁷ nonprofit influencers should consider the specific needs and priorities of the organization when promoting the value or benefits of diversity, equity, and inclusion. In the focus groups, many participants identified representing the community served as a rationale for diversity, but often did not explain who constituted the community, nor what representation should look like, nor how the organization could be equitable and inclusive in approaching diverse candidates. Leadership should avoid general and vague language when generating board buy-in, but rather build a strong case unique to the organization that can strengthen DEI efforts.

Disrupt board complacency

Related to the above, leadership and nonprofit influencers need to create a sense of urgency around DEI and be prepared to make the case as to why it is a pressing priority. Nonprofit board members are volunteers and donate their time, talents, and resources to organizations. Their limited time paired with competing priorities can make it easy for some organizations to leave DEI on the back-burner.

Recommendations

Champions of change need to explain why DEI is necessary and critical to the governance, health and impact of the organization.

While this report is focused specifically on board diversity, board culture is tied to overall organizational culture and practices. Nonprofit leadership must look across the organization when considering DEI and include staff and other constituents in these conversations.

Create and implement strategic DEI goals and practices

The growing emphasis on DEI has created pressure for organizations to move towards action by amending policies and procedures. While nonprofits should capitalize on this increased sense of urgency to generate buy-in and build support, leadership should set strong foundations for DEI before jumping to procedural changes.

Determine what DEI success means for the board

After building internal support, organizations should begin envisioning and communicating DEI goals for the organization. Leadership should engage in the following steps, including but not limited to:

- **Assess current board composition:** This is necessary in order to identify potential gaps in demographic diversity measures, skills, knowledge, and experiences that could improve the effectiveness of the board. Boards should use surveys and matrices to support these efforts.
- **Establish specific, achievable goals:** After determining an ideal board composition, the organization should set goals and timelines to hold the organization accountable.
- **Institutionalize DEI priorities:** Leadership may consider including a documented statement and policy on diversity, equity, and inclusion within the organization's bylaws or on the organization's website.

Look holistically across board and organizational practices

Once the board has set tangible DEI goals, leadership should review and amend policies and procedures as necessary. Among both focus group participants and survey respondents, an overwhelming emphasis was placed on recruitment when discussing DEI successes and challenges. This indicates that boards are focused on reaching and attracting diverse candidates, and less so on making changes to how the board operates.

It is important to consider policies and procedures that touch on broader external relations and interactions, self-awareness, organizational culture, and continuous learning.²⁸ **Nonprofits should pay particular attention to the points of decision-making and who is involved or excluded in these processes.**

Based on survey results and focus group discussions, some recommended practices to implement include:

- **Lead ongoing DEI education and training:** As mentioned, the first step in DEI efforts is to articulate a common language for DEI, which translates into engaging the board in comprehensive, meaningful DEI education and training. DEI should be continuously revisited, both with new and existing board members. As the survey results indicated, boards that offer ongoing DEI training were almost twice as likely to be very or moderately satisfied with their level of racial/ethnic diversity level compared to boards who offered no training. Nonprofit leaders may consider bringing in experienced, third-party consultants to lead these trainings and help navigate any difficult, but critical, conversations that arise.
- **Support and cultivate leaders of color:** As discussed in the Key Findings Section, CEO/ED race/ethnicity was strongly correlated with board race/ethnicity, indicating that leadership representation does matter. Nonprofits should actively build and promote support systems that advance the leadership potential of staff of color, and ensure that professional development opportunities are equitably distributed across the organization.²⁹

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- **Re-evaluate give/get policies:** This study did not explore socio-economic diversity and therefore cannot speak to the potentially exclusionary components a give/get policy may have in that regard. However, as illustrated in earlier focus group and survey quotes, some respondents falsely equate racial/ethnic diversity with socio-economic status. As discussed in the findings, this study found no significant difference in board racial/ethnic diversity between boards that have some version of the give/get and those that do not. However, as the give/get amount increases, this can clearly be a barrier to boards trying to promote socio-economic diversity. Nonprofits may consider implementing a give/get policy that asks members to contribute at a level that is personally significant, which allows for varying contributions dependent on financial capacity.
 - **Expand recruitment efforts:** Focus group participants highlighted board matching websites and organizations as one way to recruit members outside of the board's limited networks. For a list of board matching service providers in NYC, please refer to the Resources in Action at the end of this section.

and measure progress against intentional goals to ensure accountability.

Ideally, as organizations become rooted in a DEI mindset, boards should consider the DEI implications across their work, from governance to strategic planning and financial management. The goal is to shift DEI from a siloed priority to a core, integrated component of the governing of the board.

Dedicate the board and organization to sustained awareness and accountability

Similar to all other board responsibilities and concerns, DEI efforts require ongoing attention and review. As discussed previously, changes in policies and procedures alone cannot fully address DEI. There must be corresponding changes in board and organizational culture, which takes time and diligence. Accountability should be paired with flexibility; boards should allow themselves room to learn from successes and challenges and adjust strategies and goals as necessary. As boards re-visit their DEI goals, it is imperative to remember that DEI extends beyond recruitment and board composition. **Nonprofit leaders are often working to address critical, systemic needs such as educational, environmental, or health disparities; these issues emerge from inequitable social and institutional practices. While there are no quick, simple fixes to DEI challenges, incremental progress is possible and important. Board members and CEOs/EDs should use their positions of leadership to examine and address DEI and inequity issues through the lens of their organization,**

Resources in Action

Below are tools and resources organizations can use to begin putting these recommendations into practice.

1. Articulate a common language for DEI

- Catalyst. What Is Unconscious Bias?
 - » <http://www.catalyst.org/knowledge/what-unconscious-bias>
- Project Implicit- Implicit Association Test
 - » Individuals can use this tool to understand their own potential implicit biases:
<https://implicit.harvard.edu/implicit/>
- Diversity Toolkit: A Guide to Discussing Identity, Power and Privilege
 - » This resource includes activities and references for facilitating a group conversation on DEI: <https://msw.usc.edu/mswusc-blog/diversity-workshop-guide-to-discussing-identity-power-and-privilege/>
- *White Supremacy Culture from Dismantling Racism: A Workbook for Social Change Groups*, by Kenneth Jones and Tema Okun, ChangeWork, 2001: http://www.csworkshop.org/PARC_site_B/dr-culture.html

2. Build internal support to mobilize change

- Encourage nonprofit leadership to participate in an “Undoing Racism” Accountability Hub in NYC to learn/hear from other organizations and support efforts to mobilize change:
 - » <http://www.marypendergreene.com/bookshelf/accountability-hubs.php>

3. Create and implement strategic DEI goals and practices

- D5 Coalition. DEI Self-Assessment
 - » <http://www.d5coalition.org/tools/dei-self-assessment-survey/>
- Board Source. Board Recruitment Matrix
 - » https://boardsource.org/board-recruitment-matrix/?_ga=2.117799817.121250736.1522327807-1221655493.1506959162&_gac=1.117557243.1520365780.CjwKCAiAlfnUBRBOEiwAWpPA6VX7vlz9ACBMqS0BmKFXJlnX-tlq3ydkgsav9hvjjzSeUXy4V0en-RoCiTgQAvD_BwE
- Nonprofit HR. Accelerating Nonprofit Board Diversity
 - » <https://www.nonprofithr.com/board-diversity/>
- NYC Board Matching & Recruitment Resources:
 - » BoardAssist: <https://boardassist.org/>
 - » onBOARD, provided by CharitySTRONG, is an online database connecting individuals with boards of New York State nonprofits.
 - o <http://www.charitystrong.org/page/RecruitBoardMembers>
 - » Council of Urban Professionals (CUP) A Seat At the Table Initiative secures board placements for members and offers trainings to equip members with the knowledge and skills needed to make a difference once they are at decision-making tables.
 - o <http://www.cupusa.org/a-seat-at-the-table-initiative/>

» Governance Matters board-matching resources:

o <http://governancemattersusa.org/services/find-a-board/>

» United Way of New York City BoardServeNYC initiative connects nonprofit partners with talented and committed individuals:

o <https://www.uwnyc.com/boardservenyc/?pg=site>

- Council of Urban Professionals (CUP) Executive Leadership Program (ELP) is a premier leadership opportunity aimed at developing the pipeline of diverse senior professionals.

» <http://www.cupusa.org/executive-leadership-program/>

4. Dedicate the board and organization to sustained awareness and accountability

- TSNE. Step By Step: A Guide to Achieving Diversity and Inclusion in the Workplace

» <http://tsne.org/step-step-guide-achieving-diversity-and-inclusion-workplace>

End Notes

End Notes

- ¹ The D5 Coalition includes “women” in their definition of diversity. For this study, we asked survey respondents to report on gender. To view the D5 Coalition’s definitions please visit www.d5coalition.org.
- ² For this study, the NYC Nonprofit Board Development Coalition included age as part of the diversity characteristics, although age is not included in the D5 Coalition's definition
- ³ For further information on the survey design and limitations, please see the Methodology section.
- ⁴ "About the Mayor's Office for People with Disabilities", <http://www1.nyc.gov/site/mopd/about/about.page> Accessed on September 14, 2018.
- ⁵ Cedric Herring, "Does Diversity Pay?: Race, Gender, and the Business Case for Diversity," American Sociological Review (April 2009): <https://doi.org/10.1177/000312240907400203>
- ⁶ BoardSource, *Leading with Intent: 2017 National Index of Nonprofit Board Practices* (Washington, D.C.: BoardSource, 2017).
- ⁷ Sam Roberts, "Census Shows Growing Diversity in New York City," The New York Times, December 9, 2008.
- ⁸ Where possible, the figures in this section included American Community Survey (ACS) population data accessed through the NYC Department of City Planning, in order to contrast the survey results with the demographics of NYC. <https://www1.nyc.gov/site/planning/data-maps/nyc-population/american-community-survey.page>
- ⁹ Cisgender refers to an individual whose gender aligns with the sex assigned to them at birth.
- ¹⁰ In the 2010 Census, 0.773% - 1.091% of all households, or nearly 50,000, in the state of New York were same-sex households. All LGBTQ people were not counted in the Census and it is estimated that there are more than 865,000 LGBTQ people in NYC (estimated at 10.6% of total population). Gary J. Gates, *Same-sex Couples and the Gay, Lesbian, Bisexual Population: New Estimates from the American Community Survey*, The Williams Institute on Sexual Orientation Law and Public Policy, UCLA School of Law, 2006. For same-sex couples, see Adam P. Romero and Gary J. Gates, "Census Snapshot," The Williams Institute, August 2008: 1 - 10.
- ¹¹ It should be noted that American Community Survey (ACS) data does not account for individuals who do not identify as cisgender males or females.
- ¹² "Transgender Population Size in the United States: a Meta-Regression of Population-Based Probability Samples," American Journal of Public Health, 107, no. 2 (February 2017): doi: 10.2105/AJPH.2016.303578
- ¹³ See Finding #4 for corresponding charts.
- ¹⁴ NYC Department of Cultural Affairs, "Diversity and Equity in New York City's Cultural Workforce," <https://www1.nyc.gov/site/diversity/index.page>. Accessed on September 14, 2018.
- ¹⁵ Deloitte, "2017 Board Diversity Survey: Seeing is Believing," <https://www2.deloitte.com/us/en/pages/about-deloitte/articles/board-diversity-survey.html>. Accessed on September 14, 2018.

- ¹⁶ Sean Thomas-Breitfeld and Frances Kunreuther, "Race to Lead: Confronting the Nonprofit Racial Leadership Gap", Building Movement Project, http://www.buildingmovement.org/pdf/RacetoLead_NonprofitRacialLeadershipGap.pdf Accessed on September 14, 2018.
- ¹⁷ New York City Department of City Planning, "NYC 2010: Results from the 2010 American Community Survey," http://www1.nyc.gov/assets/planning/download/pdf/data-maps/nyc-population/acs/acs_socio_10_nyc.pdf
- ¹⁸ While the perception of limited pools may be based on implicit biases, limited networks can be a barrier to recruiting diverse individuals. For a list of resources that can support broadening board recruitment strategies, see the Resources in Action section.
- ¹⁹ The D5 Coalition's definitions of diversity, equity, and inclusion, can be found in the Introduction or by visiting <http://www.d5coalition.org/tools/dei/>
- ²⁰ For a larger glossary of terms related to DEI, visit Racial Equity Tools at <http://www.racialequitytools.org/glossary>
- ²¹ Meghan Burke, "Colorblindness vs. Race-Consciousness - An American Ambivalence," The Society Pages, July 24, 2013.
- ²² Vicki Washington, "Understanding Equity-Mindedness," Association of American Colleges and Universities, <https://www.aacu.org/node/11118>
- ²³ "Implicit Bias," Perception Institute, <https://perception.org/research/implicit-bias/>
- ²⁴ DeAnne Aguirre and Micah Alpern, "10 Principles of Leading Change Management," Strategy and Business 75 (Summer 2014): <https://www.strategy-business.com/article/00255?gko=9d35b>. Accessed on September 14, 2018.
- ²⁵ Lili Duan, Emily Sheeren, and Leigh M. Weiss, "Tapping the Power of Hidden Influences," McKinsey Quarterly, March 2014: <https://www.mckinsey.com/business-functions/organization/our-insights/tapping-the-power-of-hidden-influencers>. Accessed on September 14, 2018.
- ²⁶ See note 25
- ²⁷ Monisha Kapila, Ericka Hines, and Martha Searby, "Why Diversity, Equity, and Inclusion Matter," Independent Sector, October 6, 2016.
- ²⁸ For more information on how to visualize and approach DEI across your organization, visit http://www.berthoudconsulting.com/files/A_Multi-Faceted_Look_at_Diversity.pdf
- ²⁹ Thomas-Breiteld and Kunreuther, "Race to Lead."

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For more resources and trainings on DEI and other nonprofit management issues, visit NPCC at www.npccny.org

