Building Bridges Initiative (BBI)
Leaders of Color Project

Beyond Cultural and Linguistic Competence (CLC): Achieving Diversity, Equity, and Inclusion for Leaders of Color

Building Bridges is a national initiative working to identify and promote practice and policy that will create strong and carefully coordinated partnerships and collaborations between families, youth, community- and residentially-based intervention and service providers, advocates and policymakers to ensure that comprehensive mental health services and supports are available to improve the lives of young people and their families.

In all that we do, we strive to advance partnerships among residential and community-based service providers, youth, and families to improve lives.

In July of 2017, the Building Bridges Initiative (BBI) Leaders of Color (LoC) Project was launched with a grant from The Annie E. Casey Foundation. The grant initially supported the attendance of LoC from oversight agencies and residential programs across the country at the BBI two-day Pre-Institutes in Washington, DC. Through the BBI LoC Project, LoC are given the opportunity to utilize their collective experiences and knowledge to support other executive leaders, staff, and youth and family advocates and increase their level of cultural and linguistic competence (CLC). Additionally, LoC identify and contribute to the development of other CLC resources and documents that support the field.

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Key Themes that emerged from this Project

- *Leaders of Color (LoC) experience greater, more pronounced challenges than their White peers.*
  - *EXAMPLE: The burden of sustainability: On average, LoC report smaller organizational budgets and, more often, say that they lack access to (and face challenges securing) financial support from a variety of funding sources.*

- *Research suggests five concrete strategies that White-led organizations can implement to expand the number and influence of LoC in their organizations.*
  - *Diversifying the board of directors*
    - *EXAMPLE: Share a resource on diversity, equity, and inclusion in each board packet so that over the course of several months, your board becomes more comfortable with the rationale and need for diversity on the Board and to stimulate an intentional conversation with your board about its commitment to diversity.*
  - *Recruiting Leaders of Color*
    - *EXAMPLE: Partner with minority-serving institutions in the area to develop recruitment plans.*
  - *Promoting Leaders of Color*
    - *EXAMPLE: Create career development and mentorship opportunities within the organization.*
  - *Retaining Leaders of Color*
    - *EXAMPLE: Creating a culture where racial equity and inclusion are valued, operationalized, and rewarded will influence the overall success of racial equity within an organization.*
  - *Professional Development*
    - *EXAMPLE: Employee Resource Groups (also known as Business Resource Groups) are a strategy to give the members a stronger voice and influence in the agency. When formed, Employee Resource Groups should be led by someone who reflects the intent of the group, and must be clearly positioned as a safe, welcoming space for people interested in this topic or activity.*

- *Respondents to a BBI LoC questionnaire suggest a variety of diversity-focused strategies and provide their thoughts on how to work in and with White-led organizations.*
  - *Intentional commitment [to recruiting Leaders of Color] through setting specific goals for the number or percentage of candidates of color being recruited, to create and sustain a diverse leadership team.*

- o *Genuinely solicit and involve LoC in new projects, task forces, and program development.*
- o *Set professional developmental goals that are individualized for a career path.*
- o *Provide additional tasks and training that align with the employee's career goals.*
- o *Be prepared for audiences that are, or appear to be, resistant to your discussion from the outset. Help the LoC to be an educator and catalyst to change the funder's perception of your organization and your request.*
- o *Set professional developmental goals that are individualized for a career path.*

- *Inspiration can help fuel LoC diversity efforts. Industry leaders share quotes that have sustained those working to expand opportunities for LoC and that may inspire others.*
  - o *"Get comfortable with the uncomfortable! Know your role and audience."*
  - o "Never expect to be, become so you can expect."
  - o "You are either at the table, or on the table or on the menu."
  - o "My journey started with promise and slipped into disappointment. I am looking toward a better tomorrow."
  - o "You may shoot me with your words, you may cut me with your eyes, you may kill me with your hatefulness, but still, like air, I'll rise."

Purpose and Recommended Use of this Paper

The challenges faced by LoC are significant and, at times may feel insurmountable. Nevertheless, there are some well-researched and practice-based strategies that have proven to be effective in helping LoC to maneuver and manage many of these challenges successfully. This paper offers a variety of strategies and resources to support current and emerging LoC in their multiple roles and to assist organizations with predominately White Boards and executive leaders in improving Board and organizational practices, ensuring that LoC are given the same opportunities as their White counterparts.

This paper discusses research regarding the challenges that Leaders of Color confront every day in their leadership roles. Research- and practice-based strategies gleaned from *Building Bridges Initiative Leaders of Color Beyond Cultural and Linguistic Competence Survey* and industry resources are presented. Additionally, current and emerging Leaders of Color are urged to read and utilize the strategies and resources discussed to effectively operate in their leadership spaces. Organizations with predominately White boards and executive leaders are encouraged to adopt the identified strategies and to use the resources to increase their commitment to diversity, equity, and inclusion in hiring and professional development across the organization.

Provider organizations are strongly encouraged to analyze their disaggregated data on children, youth, families and communities served, and to use this data to ensure that their Board of Directors and executive leadership reflect the population served. Our history has demonstrated that true equity and inclusion, as well as the dismantling of institutional racism, cannot occur without the active participation of Leaders of Color and their inclusion on Boards of Directors and as executive leaders in every organization impacting the lives of people of color. Leaders of Color cannot just be utilized as consultants, they must have a consistent decision-making seat at the table.

BBI urges other organizations, agencies and communities to form similar Leaders of Color Projects and initiatives, including establishing peer mentoring programs and/or Leaders of Color Affinity Groups to provide leaders with more localized organizational and peer support and resources. BBI further acknowledges that there is a need for greater collaboration between national organizations, non-profits, for-profits, corporations, foundations, government and private funders and numerous other entities to achieve any measurable level of diversity, equity and inclusion in leadership for people of color.

Background

The level of racial diversity in the United States has increased significantly since 2010, with 96% of all U.S. counties reporting an increase in their population of Non-white residents (Schaeffer, 2019). "Non-Hispanic white Americans account for 60% of the U.S. population, but in a growing number of counties, a majority of residents are Hispanic or black, reflecting the nation's changing demographics and shifting migration patterns." (Schaeffer, 2019) Even with these increases in diversity, people of color who lead nonprofit organizations are still significantly disproportionately represented. While the country is becoming increasingly diverse, the percentage of people of color in leadership positions such as executive directors and CEOs has remained below 20 percent for the last 15 years (Suarez, 2017).

There is a dearth of major nonprofits that are led by people of color. Within this small group, however, are visionary leaders who can inspire all agencies to do better such as Darren Walker, President of the Ford Foundation, one of the most significant foundations in the country; Claire

> "If an organization's board becomes diverse, it will do a better job of serving everyone and promoting racial equality."
> - Kenneth Anderson Taylor, Professor, A&M University

Babineaux-Fontenot, CEO of Feeding America, the largest U.S. organization fighting hunger; and Angela Williams, CEO of Easterseals, a nonprofit that provides exceptional services, education, outreach, and advocacy so that people with disabilities can live, learn, work and play in our communities (United Way, 2019). Since less than 20% of nonprofits are led by people of color, these leaders are exceptions for both large and smaller nonprofit organizations.

Furthermore, there continues to be a significant disparity between the barriers and challenges that LoC experience versus their White counterparts. According to a new report, *Nonprofit Executives and the Racial Leadership Gap*, released by The Building Movement Project (BMP), "People of Color who lead nonprofits face barriers and challenges that their white counterparts do not" (BMP, 2019). While the challenges faced by executive leaders may initially appear to be consistent for all leaders, through closer examination, we learn that the challenges experienced by LoC are greater and more pronounced than challenges faced by their White counterparts.

The BMP identified the following four specific themes that are experienced by Leaders of Color (BMP, 2019):

1. **The Benefits of Being in Charge:** The data shows that People of Color in executive positions reported higher rates of common challenges and frustrations than White EDs/CEOs. When comparing the frustrations reported by EDs/CEOs and staff, White EDs/CEOs were less likely than White staff to report experiencing these frustrations. But People of Color in ED/CEO roles reported similar or higher levels of the frustrations compared to People of Color in staff roles.

> "I firmly believe that it is our responsibility to create access and opportunities, as well as mentor future Leaders of Color. We must welcome and nurture the next wave of Leaders of Color."
> - Dodd White, Volunteers of America

2. **The Burden of Sustainability:** On average, LoC report smaller organizational budgets and, more often, say that they lack access to (and face challenges securing) financial support from a variety of funding sources.

3. **The Challenge of Managing Up:** Nonprofit EDs/CEOs of color report more challenges in their relationships with boards of directors when the boards are predominantly White.

4. **The Responsibility to Lead on Equity:** Both EDs/CEOs of color and White leaders are taking similar steps to make their organizations more equitable, inclusive, and diverse.

While LoC have achieved individual greatness, the struggles for diversity, equity, and inclusion remain. Perhaps this was never more evident than during the presidential term of President

"It is critical that Leaders of Color "get comfortable with the uncomfortable" challenges that face those in leadership."
- Latasha Forteau, Department of Human Services

Obama, who, while he achieved the highest position in the land, experienced extreme struggles and challenges as a LoC that were never experienced by his White predecessors or successor.

The Chronicle of Philanthropy research further exposed these findings in their report. Based on interviews of more than 25 LoC at nonprofits and foundations, the Chronicle noted that LoC reported ongoing challenges including, "feeling isolated, navigating difficult, racially fraught power dynamics with grant makers, and enduring affronts to their dignity ---- even having people touch their hair" (Wallace, 2019).

Words from Industry Leaders of Color

For the nonprofit industry to successfully achieve a more diverse workforce leadership, it must first commit to and implement strategies for recruiting and sustaining Leaders of Color (LoC). "An Uphill Climb," the July 2019 special report by the nonprofit industry's leading publication "Chronicle of Philanthropy," illustrates the deeply-ingrained systemic inequities experienced by 25 LoC and the steps they have taken to change the narrative.

"It is always about going above and beyond," says Angela Williams, CEO of Easterseals. "You can't really afford mistakes because they're not necessarily forgiven. It is about dotting i's, crossing t's, and spending the extra time to prove that you deserve the position that you hold."

"What happens at some of these grantee retreats is there are the organized events that the foundation puts on. But then sometimes there is the meetup at the bar afterward with the program officers and a select few grantees. Those were the invitations that, depending on who the program officers were, never made it to some of us. We would actually get together ourselves and know that we were missing out on that access" (Sam Cobbs, African American male LoC, and President of Tipping Point Community).

"I have experienced where it's taken me five years to cultivate a substantial gift from a private foundation, and it's taken me two or three months to generate an equally substantial gift through the referral of a respected person" (Qaadirah Abdur-Rahim, CEO, Future Foundation).

Strategies and Resources for Addressing Identified Challenges

The strategies below were gleaned from tenured LoC and are based on their personal experience and approaches used within their current or former organization(s). These strategies were further augmented by successful methods found in industry research.

➢ Diversifying the Board of Directors

- o While many nonprofit boards identify diversification as a priority, the data shows that little has changed in the past two years, and their current recruitment efforts indicate this is highly unlikely to change (Chandler, 2017).

- o The National Council of Nonprofits suggests the following 10 strategies for diversifying boards (Chandler, 2017):

    1. Assign as homework in between board meetings, or set aside 15 minutes at a board meeting, for each board member to take an implicit bias quiz, such as this one from Project Implicit , or Google's program on how to spot unconscious bias, or watch this video together (The Gardener) and then spend some time discussing what surprised you – and what the implications are for recruiting board members.

    2. Take a self-assessment on Diversity, Equity, and Inclusion, to give your nonprofit a starting point, and identify areas to address. (Self-assessment developed by the Michigan Nonprofit Association.)

    3. Share a resource on diversity, equity, and inclusion in each board packet so that over the course of several months, your board becomes more comfortable with the rationale and need for diversity on the Board and to stimulate an intentional conversation with your board about its commitment to diversity. Consider sharing these:

        o Why diversity, equity and inclusion matter for nonprofits

        o 7 Things You Can Do to Improve the Sad Pathetic State of Board Diversity

        o Leading with Intent

        o Race to Lead

    4. Articulate the nonprofit's commitment. Adopt and post a statement that the nonprofit values diversity and is committed to an inclusive and equitable workplace. (Consider adopting a separate board resolution just for the

Board.) Publish this statement where anyone visiting the nonprofit's website will see it. That way, when an interested board prospect visits the website, the message will be clear that people of all backgrounds and experience are valued as volunteers, staff, and board members. Just the work to craft and adopt such a statement will send your nonprofit forward several steps on this journey! See this example.

5. Recruit for skills, not for "look." As described in this post, "The best way to achieve that goal is not to pursue diverse leadership candidates as a prize to sit at the board table, but as a valued fundraiser, attorney, project manager, etc. who happens to be black, or a woman, or a millennial."

6. Be proactive in recruiting board members who are different from the existing board members. Pick a concrete, actionable goal and make a commitment to it as a board, such as "We (one, two, or a small number of board members) will meet with (pick a number) people in the next 3 months who would bring diversity to our board, and introduce them to the nonprofit and its mission, and explore their interest in the nonprofit's work." Assign accountability to make sure there is follow-through and celebrate when there is. Every bit of positive reinforcement helps in supporting change.

7. Look at your current prospect list: Does it include candidates across all experience levels? In addition to "C-Suite" experience, consider mid-level and even entry-level board prospects, who may in fact, mirror the nonprofit's beneficiaries, donors, or other supporters. There are currently more Millennials in the workforce than Boomers!

8. Use technology! Have you considered posting a "position description" for your nonprofit's board of directors on career sites/job boards, just as you would for a paid staff position? BoardNetUSA.org is a website that exists for the sole purpose of helping nonprofits and board member prospects find each other.

9. Ask the people who are served by your nonprofit who THEY recommend as board members. And when they make suggestions, ask for an introduction.

10. If your nonprofit uses a search firm/consultant to help it find board member prospects, include in the scope of the assignment that the consultant should present the Board – for each candidate that appears to meet the description of qualifications sought – with one board candidate who the consultant

thinks is quite different from what the nonprofit is looking for. This sounds counter-intuitive but is designed to fight the self-reinforcing cycle that results in boards picking people to join the Board who are just like themselves. The search consultant may be reinforcing this cycle thinking that it is pleasing its client (the nonprofit).

➢ Recruiting Leaders of Color
   o University Health Services, University of California, Berkeley offers 11 strategies culled from academic sources, interviews with hiring committee members and recruiters and best practices from other recruiting toolkits and internet resources, for targeted recruitment activities to underrepresented populations:

   · Discuss hiring goals with the Human Resources Liaison and obtain the profile of the department, the demographics of current staff, and any Affirmative Action [recruitment diversity] goals.

   · Include the ways in which the work would help underrepresented populations in all messages.

   · Partner with minority-serving institutions in the area to develop recruitment plans.

   · Attend job fairs at local community, junior, and 4-year colleges that serve primarily underrepresented populations.

   · Ask existing staff to speak or guest lecture at classes at local community, junior, and 4-year colleges that serve primarily underrepresented populations.

   · Provide opportunities for potential candidates to get a sense of the diversity in the workplace or broader community (such as a tour or attendance at an event).
   · Create a diverse recruiting and/or hiring team.
   · Personalize recruitment; call applicants and follow up.

   · Reach out and find candidates. Use the internet and social media tools like LinkedIn to find competitive candidates.
   · Recruit continuously—not only when there are openings. Maintain professional networks and make note of potential candidates from underrepresented groups. If possible, build and develop relationships with potential candidates, keeping them in mind for future openings and/or asking them to assist in recruiting from their own networks.

Maintain a file of resumes and contact information for potential candidates from underrepresented groups.

"While many organizations are committed to recruiting candidates that understand and support their mission, it is just as critical that they recruit leaders of color that are decision-makers, forward-thinkers, drive growth and manage, and inspire teams. Otherwise, the organization will lack the creativity and innovation brought forth by these diverse individuals who serve such a diverse population of youth and families."

- Hector Zuniga, Southwest Key Programs

- o Consider working with board candidate matching organizations as a referral network and for leader matching.

    - ▪ In example, the African American Board Leadership Institute strengthens nonprofit, public and private organizations through recruiting, preparing, and assisting with the placement of African Americans on a broad range of governing boards (www.AABLI.org).

    - ▪ The Latino Leadership Institute is directed by an advisory board whose members are accomplished leaders from multiple sectors and industries in Colorado. The Board is committed to developing the next generation of leaders for the highest levels of influence in business, education, government, and non-profit sectors. The University of Denver's dynamic leadership provides unmatched expertise in support of the Institute's mission and initiatives. (https://latinoslead.org/leadership/).

- o TalentLyft recommends 11 strategies to attract and hire diverse candidates:
    - · Recruit from diverse talent pools, such as Veterans, Individuals living with Autism, the formerly incarcerated, LGBTQI people, people over 40, people living with disabilities
    - · Advertise your jobs through diverse channels visited by under-represented groups or dedicated to minorities
    - · Leverage Diverse Job Boards for specialized job seeker groups
    - · Offer targeted internships and scholarships
    - · Highlight diversity on your career site
    - · Highlight diversity in your job descriptions
    - · Ask for diverse referrals

- Introduce a diverse interview panel
- Teach your recruiters how to avoid biases
- Create diversity recruitment videos
- Showcase your company's diversity practices on your career blog

  o Two non-profit organizations, HBCU 20x20 and 20/20 Shift are working to implement a key strategy they found to be absent at companies looking to hire LoC: partnering with HBCUs and non-Ivy League predominantly White colleges.

    ▪ HBCU 20x20 founders Nicole Tinson-Johnson and her husband, Dennis Johnson, discovered a lack of awareness among employers. Companies either limited their HBCU engagement to Howard and Spelman, or they didn't know what an HBCU was at all.

      • Launched in September 2017, HBCU 20x20 is working towards its goals of finding employment for 20,000 HBCU grads by 2020 and helping close the opportunity and access gap.

    ▪ 20/20 Shift founder Ariel Lopez worked with Spotify to launch The Opening Act: HBCU Conference in 2016.

      • Many of the attendees received job and internship opportunities in tech and media because of the event, and Spotify has hired successfully from the event and used it to build a pipeline of potential talent.

      • These strategies respond to two misconceptions about HBCUs, and more specifically, hiring black talent and people of color, that Lopez identified. The first is that the only HBCUs that exist or are worth visiting are Howard, Spelman, and Morehouse. The other misconception is that all black students go to HBCUs. [In fact, the majority of African American and Black students attend White colleges and universities.]

➢ Retaining Leaders of Color
  o Operate from a place of "Inclusion, not assimilation" (Unrealized Impact):

    ▪ An inclusive workplace culture is characterized by the full integration of a diverse set of staff members into an organization with a climate of respect and positive recognition of differences. In contrast, organizational cultures that require assimilation open their doors to people of color without shifting away from white dominant culture, policies, norms, decision-making, communication, or power structures…Increasing diversity, while still requiring assimilation into a white dominant culture does not achieve the organizational benefits of diversity.

o The Racial Equity Alliance (https://www.racialequityalliance.org/) is advancing strategies whereby public sector jobs are a place of equity and growth for LoC. REA encourages public sector employers to commit to a strategy of developing a Race Equity Culture.

- Creating a culture where racial equity and inclusion are valued, operationalized, and rewarded will influence the overall success of racial equity within an organization.
- An overall culture that values the benefits of racially diverse inclusion can increase innovation, retention, and performance.

➢ Promoting Leaders of Color

o University Health Services, University of California, Berkeley offers on-the-job mentorships and career ladders as successful strategies to promote skilled LoC. In fulfillment of these strategies, collaborating organizations are encouraged to:

> Bianca, an African American executive leader, shares her wisdom in a Harvard Business Review article:
> There's one thing I've learned about how to take   steps to get to where I want to be: I must take   chances and risks by learning about areas that I don't know about.

- Increase (and publicize) the ability for advancement.
- Provide information on training and mentorship opportunities.
- Create career development and mentorship opportunities within the organization
- Provide mentors for staff from underrepresented groups (compensate mentors, if possible).
- Offer compensation (or other benefits) for participation in diversity recruitment and community outreach endeavors, including participation in conferences, committees, or coalitions related to diversity and the reduction of disparities.

➢ Professional development

Professional development is crucial to a leader's success, but the activities must fit the needs and commitment of the organization.

o Employee Resource Groups (also known as Business Resource Groups) are a strategy to give the members a stronger voice and influence in the agency. When formed, Employee Resource Groups should be led by someone who reflects the intent of the group, and must be clearly positioned as a safe, welcoming space for people interested in this topic or activity.

- Hold cross-racial dialogues within the agency to discuss inequity in a productive and safe way.

- Facilitate professional mentoring, allowing for open, transparent discussion about the steps necessary to be a successful Leader of Color.
- Conduct management training.
- Recruit emerging leaders within the agency to participate.

The strategies and recommendations discussed below were gleaned from the BBI LoC *Beyond Cultural and Linguistic Competence (CLC): Achieving Diversity, Equity, and Inclusion for Leaders of Color Questionnaire.* The questionnaire was conducted in the Spring of 2020 and completed by BBI LoC Project Members and LoC from around the country who work within youth- and family-serving programs.

Strategies and Recommendations from BBI LoC Questionnaire

➢ Successful strategies for recruiting LoC:

- o Include the commitment to diverse hiring and leadership in marketing/recruitment/outreach materials and announcements
- p Offer a signing bonus to new employees of Latin/Hispanic/Spanish descent, who are bilingual, as they are critical to the organization's ability to fulfill its mission of culturally and linguistically-competent services to youth and families.
- o Intentional commitment through setting specific goals for the number or percentage of candidates of color being recruited, to create and sustain a diverse leadership team.
- o Invite recommendations for candidates from other LoCs.
- o Strategically include LoC in the interviewing and hiring process when interviewing applicants of color for leadership positions.
- o Partner with HBCUs and alumni associations, and fraternities, sororities, and social groups of color.
- o Collaborate with professional organizations such as the National Association of Black Social Workers as recruitment sources for LoC.
- o Connect with Black, Latino, and other people of color's professional associations to expand recruitment efforts and utilize their job boards.
- o Create a talent acquisition team that focuses on developing and implementing strategies to recruit leaders and emerging LoC.
- o Establish a Quality Assurance (QA) process for validating the effectiveness of the organization's recruitment approaches.
- o Retain a diverse search firm with a proven track record of successfully recruiting LoC for executive leadership positions.

➢ Successful strategies to retain LoC:

- o Validate and honor their work.
- o Acknowledge their contributions and reward them.
- o Offer consistent feedback regarding their job performance.
- o Create opportunities for advancement and promotion.
- o Establish succession planning and mentoring programs.
- o Mentors should support mentees through successes and challenges and help mentees to develop a plan of response when mistakes are made.
- o Genuinely solicit and involve LoC in new projects, task forces, and program development.
- o Ensure salary equity.
- o Provide consistent supervision and ongoing opportunities for professional development.
- o Work with an advocate to develop a framework for addressing the challenges and concerns LoC are facing in their organization, including those that result in LoC resignations.
- o Offer tuition reimbursement for professional development education if the LoC stays with that organization.
- o Sponsor professional coaching opportunities for LoC to discover, define, and create action plans related to professional goals.

➢ Successful strategies to promote LoC:

- o Commit as an organization to Diversity, Equity, and Inclusion (DEI), specifically when considering and promoting leaders.
- o Develop organizational leadership competencies and create training and opportunities for implementation and assessment.
- o Openly communicate and demonstrate the organization's commitment to DEI when filling open leadership positions by encouraging and providing support to qualified LoC throughout the selection process.
- o Provide additional tasks and training that align with the employee's career goals.
- o Capitalize on new agency initiatives by creating mentorship/ professional development opportunities for LoC.
- o Implement succession and mentoring programs to groom and prepare LoC for advancements.
- o Establish annual performance goals and measures, and a detailed blueprint for achieving the identified goals and how the supervisor will provide support and guidance; and ensure that the goals align with the LoC's career path.

➤ **Successful strategies to identify emerging LoC who can be further developed:**
  o Create opportunities for staff to "take the reins".
  o Further leadership development in one-on-one conversations by assessing what makes each person a leader and extending those skills.
  o Offer management skills training and classes.
  o Set professional developmental goals that are individualized for a career path
  o Establish DEI goals for each department lead that require identification of prospective LoC.
  o Create multiple opportunities (i.e., projects, task forces, professional development, etc.) for leadership development for staff.
  o Require department leads to identify and develop leadership goals with their staff and monitor their progress.

➤ **Successful strategies to identify LoC with strong leadership capabilities:**
  o Provide opportunities for employees to take on leadership roles and assignments that develop and that allow them to demonstrate their leadership capabilities.
  o Establish a leadership program responsible for developing leaders and emerging leaders.
  o Provide effective supervision and opportunities for staff to participate in learning communities to collaborate and learn from each other.
  o Involve staff in the decision-making process and provide them with opportunities to share their perspectives and ideas with the executive leadership team, which gives them greater exposure.
  o Make it safe to fail; recognize leadership development as an ongoing practice.
  o Create opportunities for leaders to shadow other Leaders of Color and give them responsibilities applicable to their skill set.
  o Establish DEI goals for each department lead that require identification of prospective Leaders of Color.
  o Establish a mentorship program and NextGen group to identify leaders and Leaders of Color.

➤ **Successful strategies to secure organizational capacity-building support from foundations or corporations:**
  o Helping new Leaders of Color to network and connect with others, to improve their comfort level before connecting with the foundation or corporation's giving officers.
  o Being prepared for audiences that are, or appear to be, resistant to your discussion from the outset. Help the LoC to be an educator and catalyst to change the funder's perception of your organization and your request.
  o Processing how to deal with resistance during solicitation conversations.

- o Establish a coalition of organizations and/or Leaders of Color to create a united voice that can advocate for funding as well as inclusion.
- o Involve the President/CEO in conversations with foundations or corporations to share the importance and value of capacity-building support.
- o Create an internal and external communication plan that clearly depicts what drives executive leadership and the organization, to do the work you do, and why this is important to the youth and families, community, organization, and potential funders.
- o Require executive leaders and fund development professionals to actively identify and participate in fund development training, courses, and events.

➢ Successful strategies to illustrate the impact of a funder's investment in the work of your organization:
- o Communicate youth and families' success stories and accomplishments.
- o Appraise the funders of potential issues and concerns in agency operations and their impact on the community; engage them in a problem-solving discussion.
- o Invite funders to engage in the organization's Open Houses and award and graduation ceremonies.
- o Ensure that the organization's website and social media channels are interactive, up-to-date, and include family and youth stories.
- o Share real examples of how the funder's goals are aligned with the organization's mission and vision.
- o Arrange meetings with funders that allow them to speak with and interact with families that have lived experience.

➢ Successful strategies to effectively work with predominantly White Boards of Directors:
- o "Most board members understand the overarching mission and goals of the organization but don't really dig deep into the operations to understand the 'engine of the organization' that keeps the strategic plan moving forward. As such, I like to understand exactly who the board members are (regardless of race) and what their area of specialty is so that I can be better prepared to speak to them articulately in terms comparable to their daily jargon in order to help them to see the true fabric of the work that's being done." (Anonymous)
- o "Learn ways to communicate that are not taken in a negative way and stay true to myself." (Tamera Cox, Community Behavioral Health, PA)
- o "I do not speak for the entire panoply of diverse populations or people but speak from experience as a Leader of Color in my organization." (Laura Smalls, Turning the Corner, RI)

- o "Understand what matters to them, what their priorities and areas of interest are, and know how to effectively communicate with them. For example, some individuals may want qualitative information and others may want quantitative information." (Latasha Fourteau, Department of Human Services, PA)
- o "I bring my full self to any engagement with board members. I do not shy away from the complicated discussions and have learned to seek clarity through inquiry. [I] Develop individual rapport with each member through individual meetings where possible." (Dodd White, Volunteers of America, VA)
- o "First one must have confidence and be self-secure. It is not about changing who you are, it's about standing firm in your [beliefs]." (Garry McWhorter, Camp Worth, TX)
- o "Almost six years ago our board endorsed an anti-racism initiative, Raising Ground. Raising Ground began a targeted, thoughtful journey on understanding and change with regard to institutional racism and its impact within our organization. To date, over 150 staff have attended an Undoing Racism three-day workshop offered by the People's Institute for Survival and Beyond. Our organization's Anti-racism Committee now operates under a Board-approved mandate and Statement on Institutional Racism. The Board is updated on the committee's impact and implemented changes." (Carlton Mitchell, Raising Ground, NY)
- o Executive leadership and the Board have ongoing "discussions about the importance of diversity; our Diversity Initiative to gain buy-in; and about recruiting board members from their own network that are diverse." (Jennifer Outlaw, SCO Family of Services, NY)

➢ Quotes that inspired our respondents during their leadership journey:
- o "Get comfortable with the uncomfortable!" and "Know your role and audience." -Latasha Forteau
- o "I prefer to be true to myself, even at the hazard of incurring the ridicule of others, rather than to be false and to incur my own abhorrence." -Frederick Douglass
- o The first hired black firefighter in the city of New Haven noted, "When I took the job, I did so to support my family. I had a wife and two children. Soon after, I realized that I had a greater responsibility to create opportunities for other black people. So, I fought and filed a class action suit when I realized there were no attempts to increase the number of minorities on the force. After winning the suit, the number of Black and Latino firefighters increased each year and

eventually, we had our first Black chief. It was my responsibility to create those opportunities." - George Sweeney

o "Nevertheless, she persisted." Coined by Elizabeth Warren and the feminist movement; inspired - Dana McCutchen

o "It matters not how strait the gate, how charged with punishment the scroll, I am the master of my fate, I am the captain of my soul." Invictus by William

o "Be the change you wish to see in the world." Mahatma Gandhi

o "Never expect to be, become so you can expect." Garry McWhorter

o "You are either at the table, or on the table or on the menu." Lauri Smalls

o "My journey started with promise and slipped into disappointment. I am looking toward a better tomorrow." -Edward L. Pruitt

o "You may shoot me with your words, you may cut me with your eyes, you may kill me with your hatefulness, but still, like air, I'll rise." -Maya Angelou

o "Everything we do is for our children, to improve their quality of life. We have the power to make things better for them and must stand united in doing so." -Lillian Rainer

o "It is very important that we have a peer group that is representative of us. This is an underutilized resource and we must take advantage of it." -Larome Myrick

o "People tend to focus on "professionalism." Solely doing so has a way of creating blind spots with regard to tapping into the things that will drive you. Along your journey, pay attention to the thing that has caused you enduring pain, be it a missed opportunity, discrimination, or even a deep personal pain that you have been carrying since childhood. Sit with that thing. Sit with the bare bones of that thing and who you are, without all the trappings of "professionalism" and all the

false comforts of the various achievements. Sit face-to-face with your pain, and then allow that to be what drives you so that you are essentially working to free yourself of that pain and ensure that those who are following in your trajectory won't have to endure the same pain." -Stacey Joseph

o "Be true to yourself." -Coach John Wooden

Conclusion

It is crucial that BBI acknowledge and recognize those organizations with predominately White boards and executive leaders that are committed to diversity, equity and inclusion. Many of those organizations have transformed their boards and executive leadership to reflect the population/community served. There are also other organizations that are actively implementing strategic goals with identified timelines for accomplishing the same best practices outcomes. These organizations are responding to the question of why it's important for their organization to not only acknowledge how critical diversity, equity, and inclusion practices are but to integrate those components into their mission, values, and practices.

Additionally, we recognize that some organizations are struggling with "the why question." For those organizations, we strongly encourage them to read and discuss the challenges and strategies presented in this paper. We understand that until organization boards and leaderships can comprehend and appreciate the benefits associated with diversity, equity, and inclusion, they will be unable to accept or integrate these essential strategies. Initially, BBI will publish this paper on its website. BBI along with the Leaders of Color Project will pursue additional opportunities to publish and present this paper at conferences, symposiums, workshops, webinars and other opportunities as presented. Efforts will be made to partner with Historically Black Colleges and Universities (HBCUs) and other colleges/universities, organizations, associations and groups interested in further disseminating this paper to leaders and emerging Leaders of Color and predominantly White boards and leaders.

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RESOURCES

Following is a list of resources- including websites, written guides and organizations - to support child welfare staff and leaders as they confront implicit bias, implement system changes, and work to achieve racial equity within their organizations and across systems (provided in part by the National Child Welfare Workforce Institute, https://ncwwi.org/).

Achieving Racial Equity: Child Welfare Policy Strategies to Improve Outcomes for Children of Color [Brief]

Awake to Woke to Work: Building a Race Equity Culture [Guide]

Continuum on Becoming an Anti-Racist Multicultural Organization [Chart]

Cultural Humility Practice Principles [1-page Summary]

How to Embed a Racial and Ethnic Equity Perspective in Research: Practical Guidance for the Research Process [Report/Paper]

Implicit Bias 101: Exploring Implicit Bias in Child Welfare

Racial Equity Action Plans: A How-to Manual [Guide]

1619 Project

African American Board Leadership Institute (AABLI) -AABLI strengthens nonprofit, public and private organizations through recruiting, preparing, and assisting with the placement of African Americans on a broad range of governing boards.

Changemakers – Changemakers activates a global network of social entrepreneurs, innovators, business leaders, policy makers and activists to build an Everyone a Changemaker world. https://www.changemakers.com/

Hispanic Federation – The Hispanic Federation focuses on capacity building through institution building, Latino Core Initiative, Entre Familia Nonprofit Learning Series, Hispanic Leadership Institute, Latina Leadership Circle and Communities of Color Nonprofit Stabilization Fund, https://hispanicfederation.org/programs/organizational_development/

National Association of Social Workers (NASW) Social Justice Initiative - The National Association of Social Workers (NASW) is the largest membership organization of professional social workers in the world. NASW works to enhance the professional growth and development of its members, to create and maintain professional standards for social workers, and to advance sound social policies. https://www.socialworkers.org/advocacy/social-justice

National Council for Behavioral Health - The National Council for Behavioral Health is the nation's voice of mental health and addiction providers who care for 10 million adults and children. https://www.thenationalcouncil.org/

National Council of Nonprofits - Diversity on nonprofit boards

National Council of Nonprofits - Why diversity, equity and inclusion matter to nonprofits

Nonprofit Quarterly (NPQ) - The declining diversity of nonprofit boards - and what to do about it

CompassPoint Next Generation Leaders of Color Program - is a transformative leadership development program that builds leadership confidence, management competencies, and the ability to unleash organizational change. Next Generation Leaders of Color Program

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