

Nonprofit Inclusiveness: Tools for the Journey

Colorado Alliance for Environmental Education

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Inclusiveness

Inclusiveness is the extent to which people feel that they are an important part of the organization, that they're embraced, respected and welcomed, and that they have decision-making power and authority in the organization.

- *AJ Clemmons, Chair, Board of Directors
Colorado Women's Agenda*



Diversity

- **Diversity** in Nonprofits

The extent to which an organization has people from diverse backgrounds and communities working as board members, staff, and/or volunteers.

-Inclusiveness at Work: How to Build Inclusive Nonprofit Organizations



Why Inclusiveness Matters

- **Interrelated Imperatives for Inclusiveness**
 - Demographic
 - Business
 - Mission
 - Equity



Demographic Imperative

- Over 50% of residents in Denver City/County are people of color
- By 2038, one in four people living in the U.S. will be Latino
- By 2050, Asian populations in U.S. will triple
- By 2050, approximately half of U.S. population will be people of color

Source: U.S. Census and Pew Hispanic Center



Demographic Imperative

Rapid demographic, cultural and socioeconomic changes are evident throughout our community. The Denver Museum of Nature & Science's future depends not only on a successful response to this diverse and ever-changing market, but also on our ability to tap into the wealth of knowledge, experience and goodwill of our varied audiences.

– *Denver Museum of Nature and Science
Inclusiveness Case Statement*



Business Imperative

- Better understanding of changing markets
- More effective problem solving
- Creativity and innovation increased
- Improved teamwork



Mission Imperative

Addressing disparities: Education

- Denver Elementary Schools reading proficiency levels
 - 76% for white students
 - 42% for African American students
 - 34% for Latino students



Mission Imperative

Addressing disparities: Justice

- 63% of people in prison are African American or Latino, though they are 25% of national population



Mission Imperative

Addressing disparities: Health

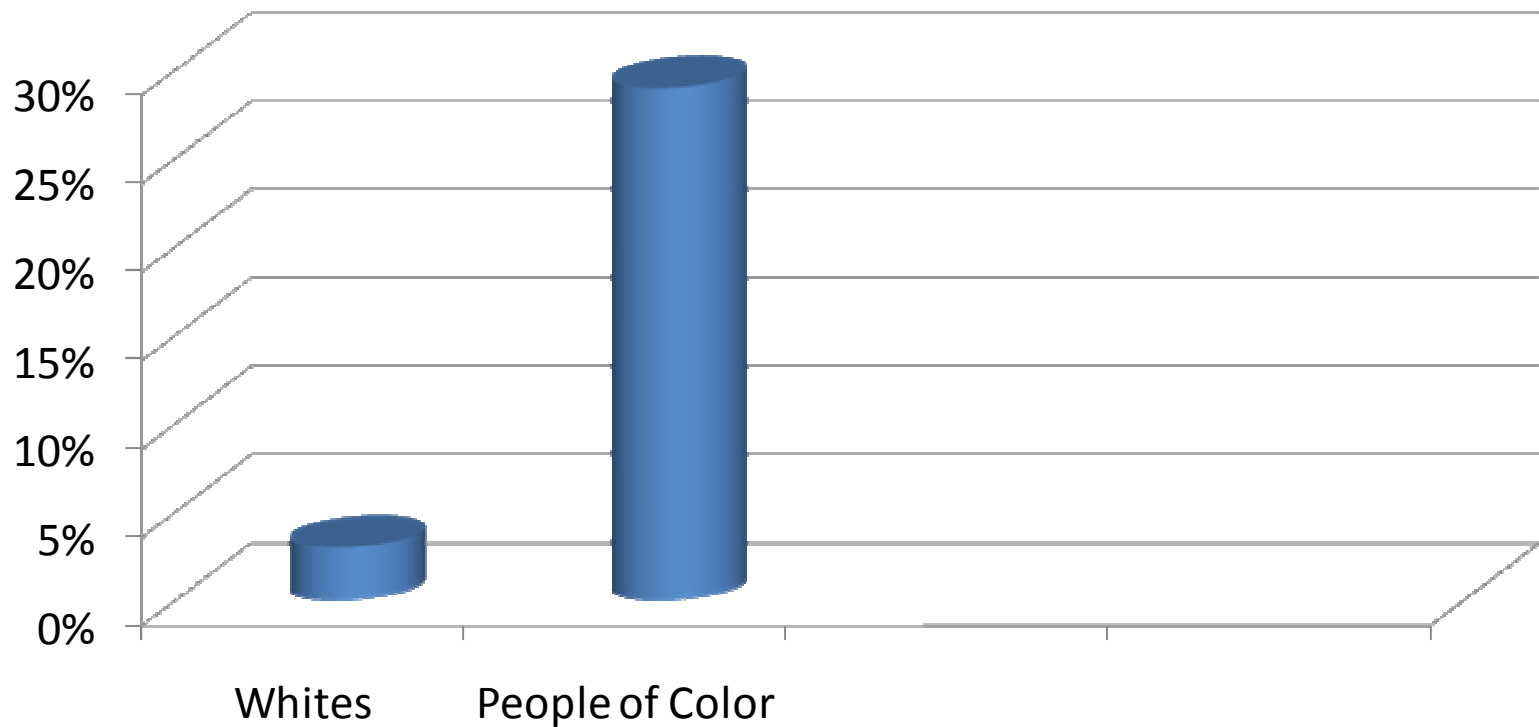
- African Americans under the age of 50 are 20 times more likely to have heart failure than whites under 50



Equity Imperative

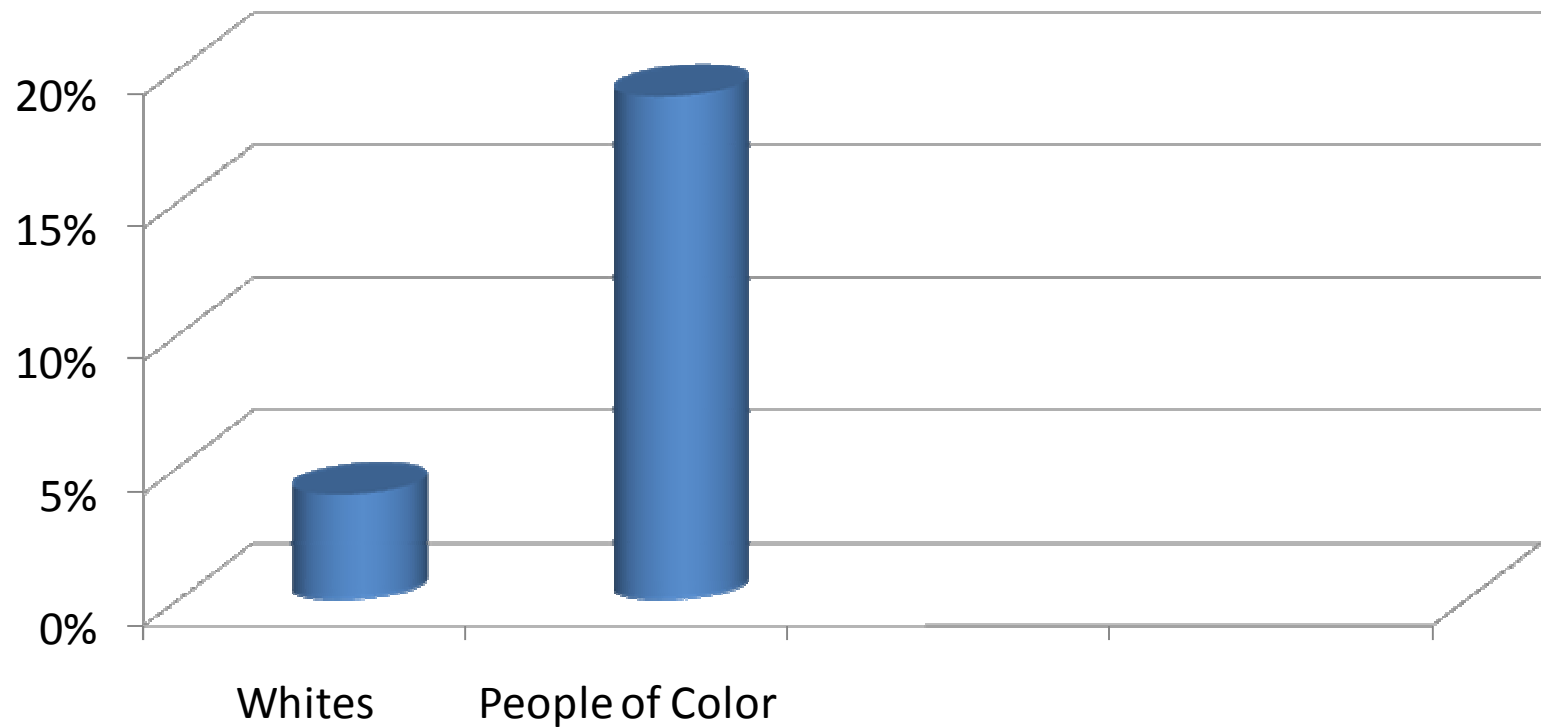
- Embracing diversity and inclusiveness is the right thing to do
- Inclusiveness builds effective leadership
- Inclusiveness helps everyone feel valued and connected

Percent who believe people of color must work harder than whites in NPOs for contributions to be recognized



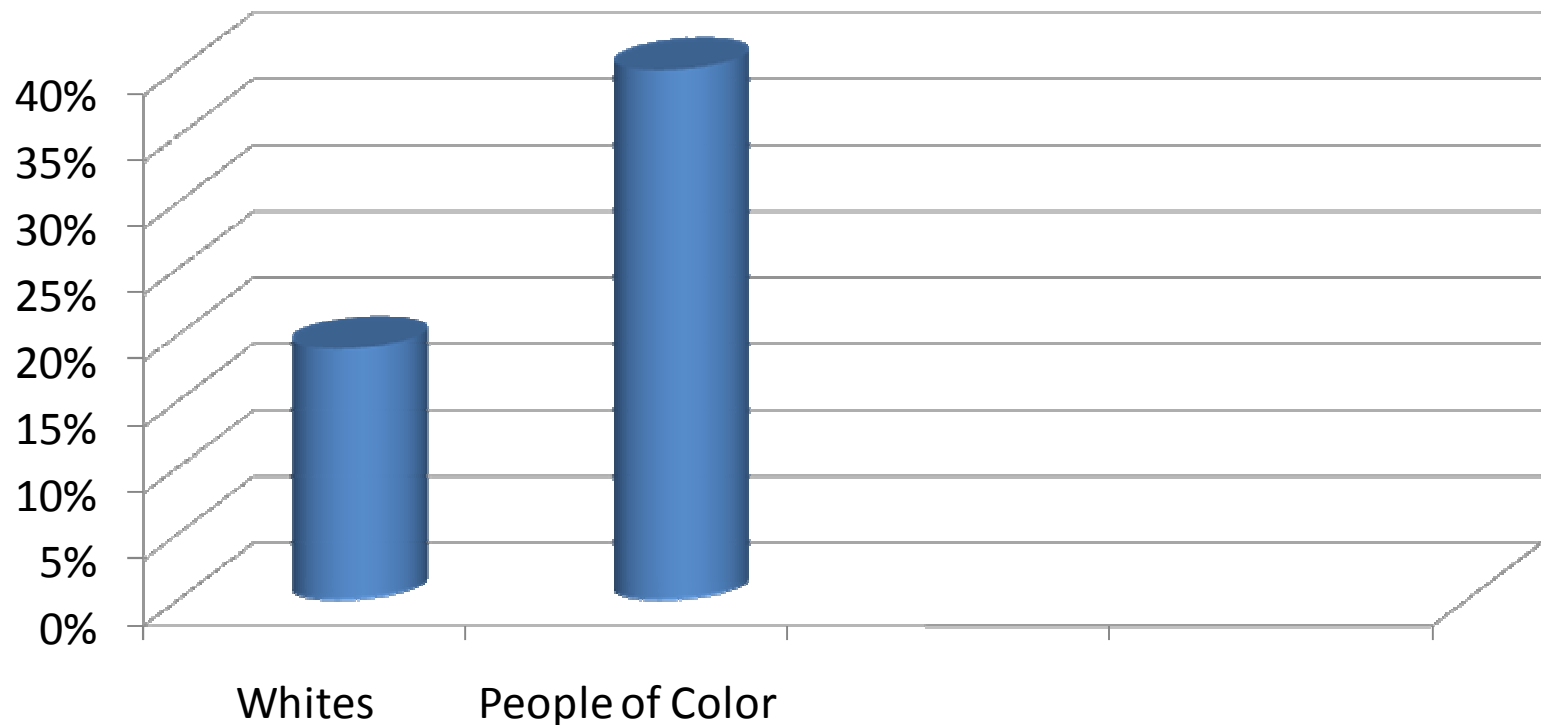
Source: Job Satisfaction and Perceptions of Race-related Discrimination and Conflict in Nonprofit Organizations, Katherine Pease, 2006

Percent who have witnessed OVERT discrimination based on race/ethnicity in nonprofit workplace



Source: Job Satisfaction and Perceptions of Race-related Discrimination and Conflict in Nonprofit Organizations, Katherine Pease, 2006

Percent who have witnessed SUBTLE discrimination based on race/ethnicity in nonprofit workplace



Source: Job Satisfaction and Perceptions of Race-related Discrimination and Conflict in Nonprofit Organizations, Katherine Pease, 2006



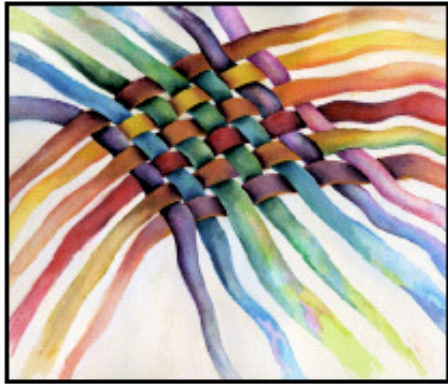
Imperatives for Inclusiveness

- *Is inclusiveness relevant to you personally and to your organization? Why or why not?*



Inclusiveness Project

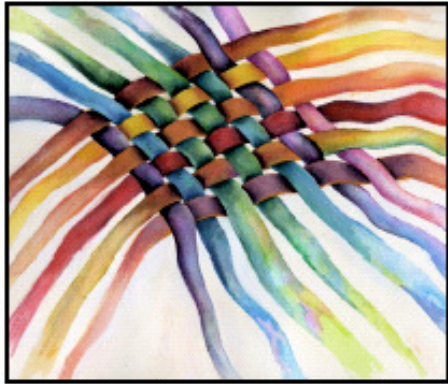
- A project of The Denver Foundation
 - Steering committee of community volunteers
 - Support from local and national funders
- Mission: To engage with Metro Denver's nonprofit organizations, including funders, to become more inclusive of people of color.
- Although focus is on race, all forms of diversity are embraced and deemed important
- The Denver Foundation is engaging in an internal inclusiveness initiative



Creating Change

Change occurs at the **Individual** and **Organizational** levels

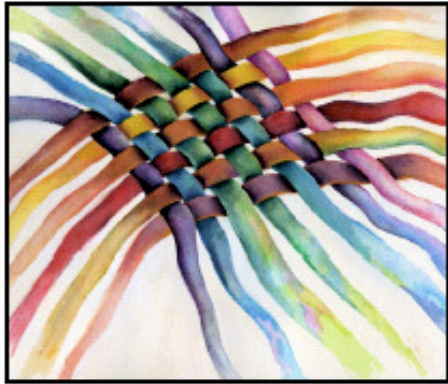
While the ultimate measure of success may be seeing the organization grow and change, inclusiveness starts with the people who are part of the organization.



Creating Change: People

Undoing the problem (of racism) is as much about changing personal attitudes and behaviors – our own as well as others’ – as it is about changing the policy and institutional frameworks that make racism a pervasive and systemic problem in America today.

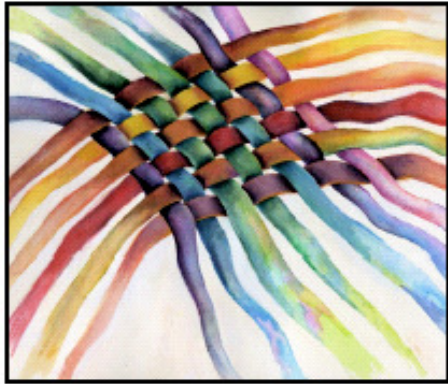
- *Bob Knight, Former Mayor of Wichita and President of the National League of Cities*



Creating Change: People

- **Diversity and Inclusiveness Training**

- Develops awareness and understanding of cultural and power dynamics
- May be called:
 - Diversity training
 - Cultural competence training
 - Cultural awareness training
 - Anti-racism/anti-oppression training



Creating Change: People

- **Training Approaches: Examples**

- **Intercultural/Valuing Differences:**

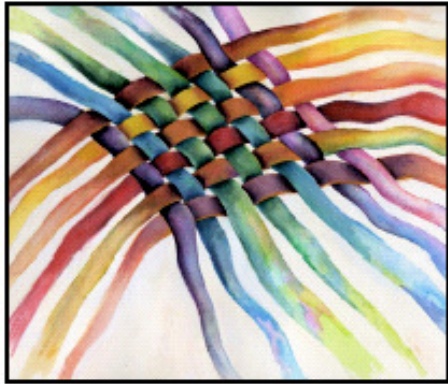
- Explores cultural identities and relationships between groups
- Can focus on *specific* groups or *general* differences and/or similarities

- **Anti-Racism/Anti-Oppression Training:**

- Explores concepts such as racial oppression, white privilege, power, and social justice by focusing on systemic and historic issues

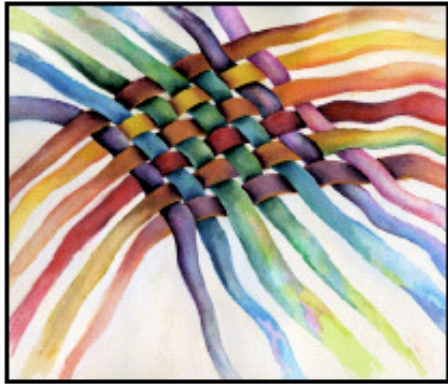
- Important to find the right fit for your organization given where you are

For more information on training, see Module 2 of Inclusion at Work and www.NonprofitInclusion.org



Creating Change: People

- Discussion: *Have you ever taken part in diversity/inclusiveness training? What made the sessions effective or ineffective? What did you gain from your participation, if anything?*

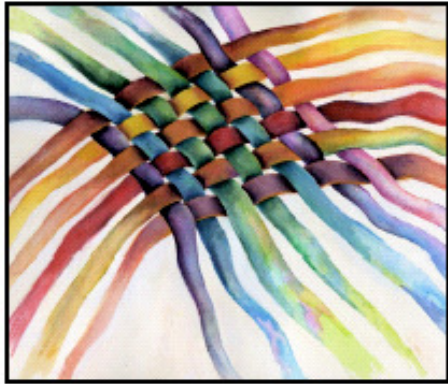


Creating Change: Organizations

- **Best Practices**

- #1: Committed CEO

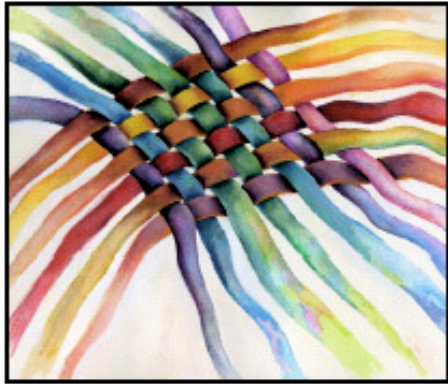
- The CEO is usually the primary change agent; however, without the support of the Board, his/her efforts can be stymied
 - “I believe that it is important to maintain dialogue about diversity at the top of the house in order to identify issues and opportunities.”
 - Ralph W. Babb, Jr., CEO, Comerica



Creating Change: Organizations

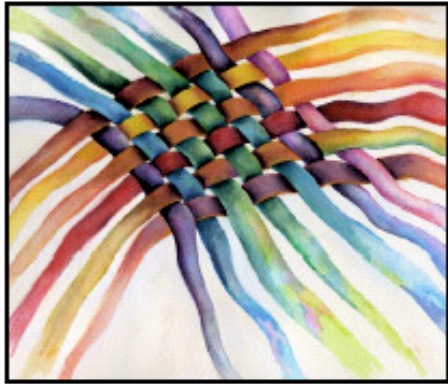
- **Best Practices**

- #2: Long-term, holistic approach
 - The work is hard and cannot be done overnight or in isolation
 - Be willing to stick with it even when the going gets tough
 - Although the work is challenging, it is also very rewarding



Creating Change: Organizations

- **Best Practices**
 - #3: Recognize that people of color bring a variety of assets to your organization
 - People of color can be donors, board members, staff members, volunteers, educators, vendors, subject experts, clients, and more



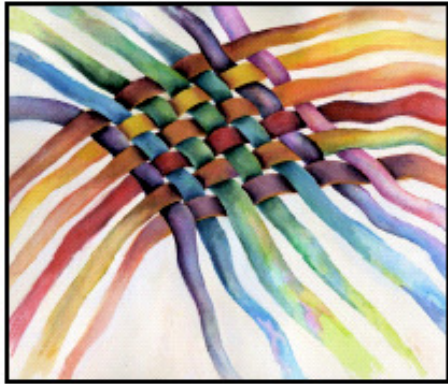
Creating Change: Organizations

- **Best Practices**

- #4: Make a concerted effort to recruit and retain staff members of color

- Focused retention efforts can lead to more effective recruitment; people from diverse backgrounds often are drawn to inclusive organizations
 - “Some marginalized communities are put under a much more intense microscope than others - we ask more detailed questions about their ability to commit, to give, to lead. The assumption is that they must come with a deficit.”

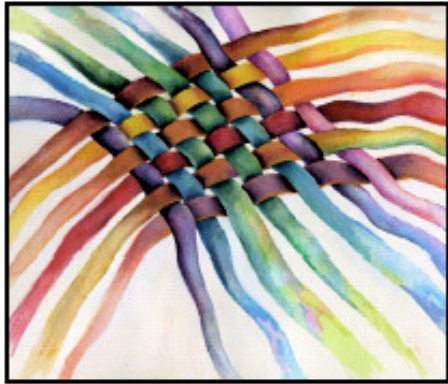
- Morris Price, National Program Officer, Gill Foundation



Creating Change: Organizations

- **Best Practices**

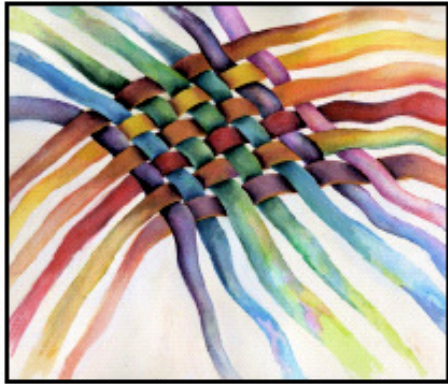
- #5: Develop programs that are universal and inclusive
 - Universal and inclusive programs incorporate the needs and assets of people from diverse communities into their design
 - In some cases, programs targeted at particular communities may be appropriate



Creating Change: Organizations

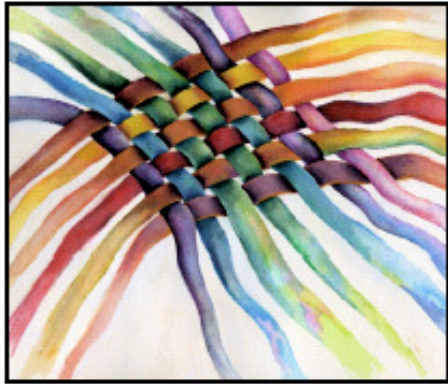
- **Best Practices**

- #6: Develop two-way communications
 - Don't wait for people from diverse communities to come to you to hear their opinions; actively solicit their input while also ensuring that they are hearing about your work from various sources



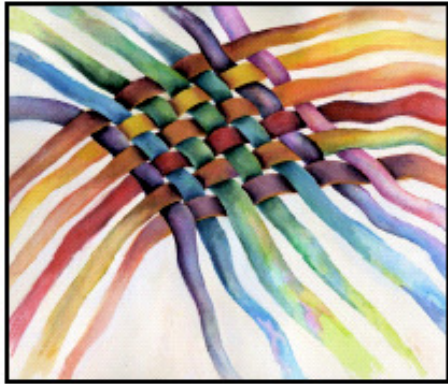
Creating Change: Organizations

- **Key Barrier:**
 - **A Color Blind Approach is Ineffective**
 - Research showed that a color blind approach to management is ineffective.
 - The reason? By its very definition, the different needs, assets and perspectives of people are disregarded.



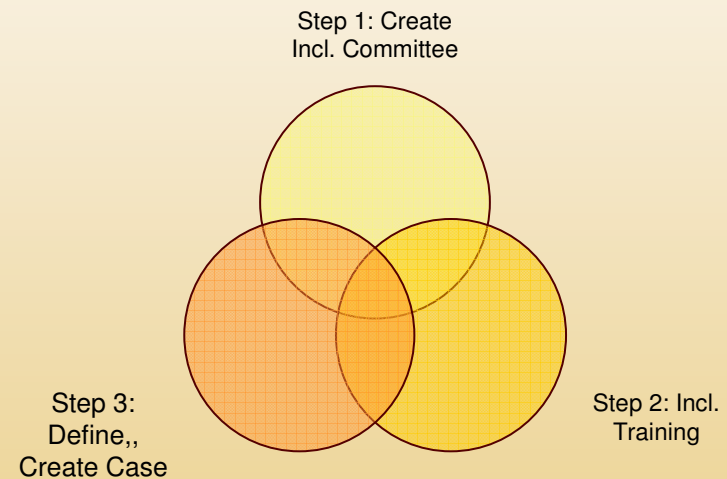
Inclusiveness at Work: Six Steps

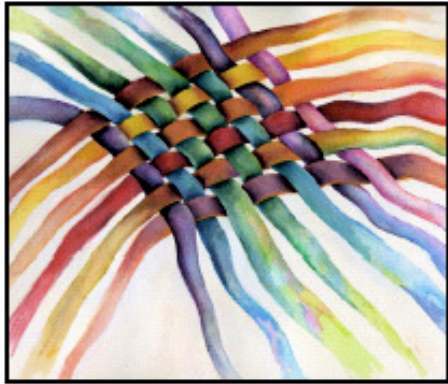
- **Inclusiveness at Work**
 - 18-module workbook outlining how to engage in an inclusiveness initiative
 - Helps nonprofits create their own **inclusiveness blueprint**
 - Builds on proven strategies
 - Designed to be customized
 - Worksheets make up 2/3 of the workbook
 - A better fit for some organizations than others
 - Important to take short “pre-test”



Inclusiveness at Work: Six Steps

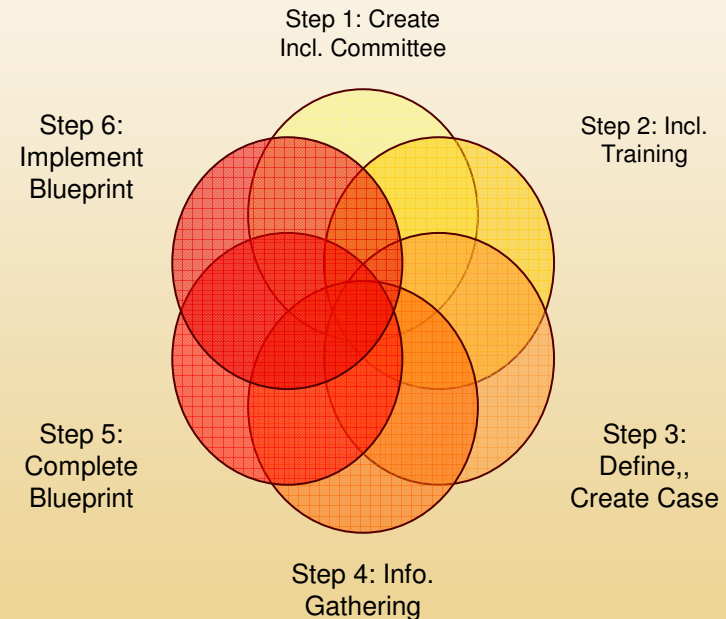
1. Create inclusiveness committee
2. Inclusiveness and diversity training
3. Define inclusiveness for your organization, articulate the benefits and costs, and create the case



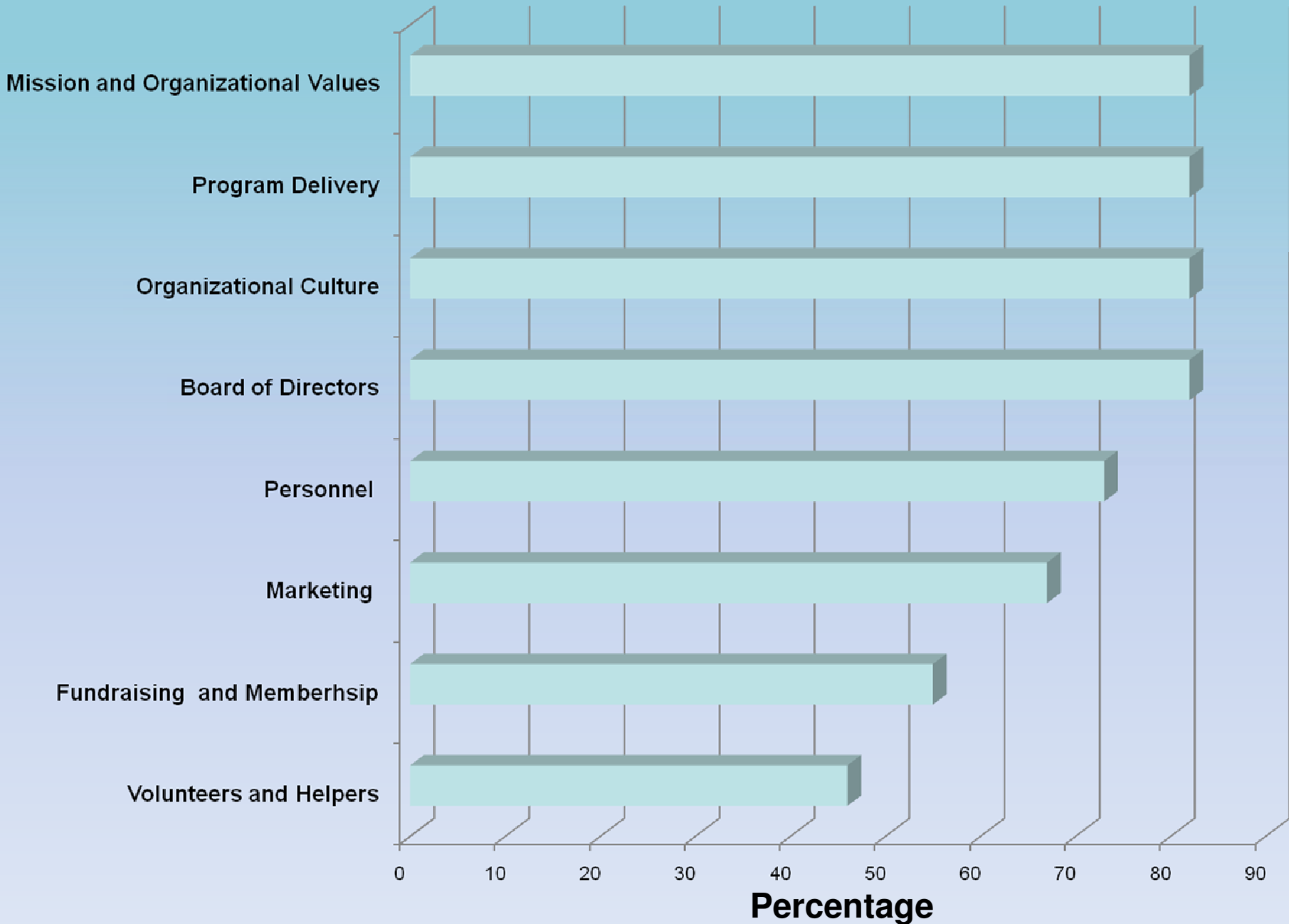


Inclusiveness at Work: 6 Steps

4. Information Gathering
 - Your community
 - Your field
 - Your organization
5. Complete an Inclusiveness Blueprint
6. Implement the Blueprint



Percentage of NPOs Stating Increased *Inclusiveness* in Specific Areas



Mission and Organizational Values

Program Delivery

Organizational Culture

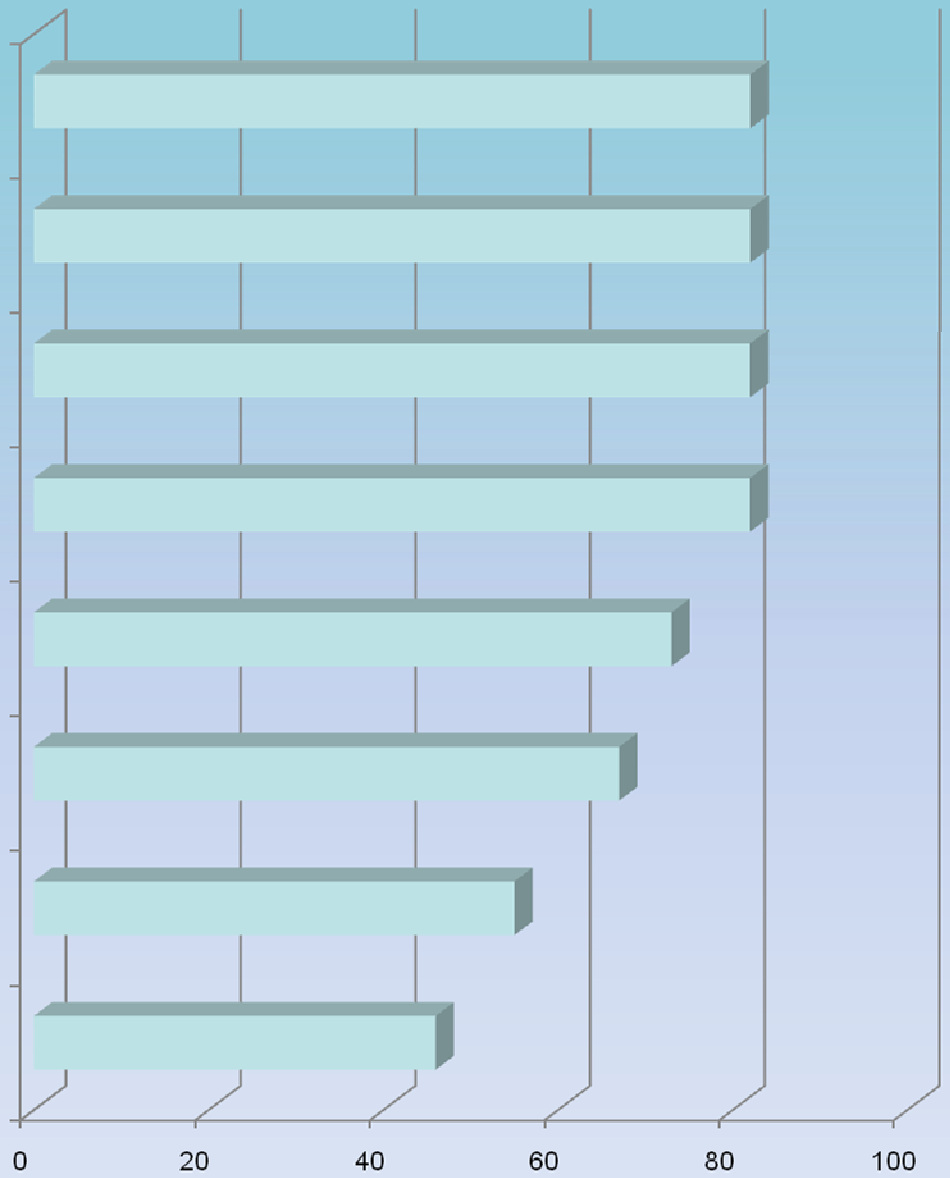
Board of Directors

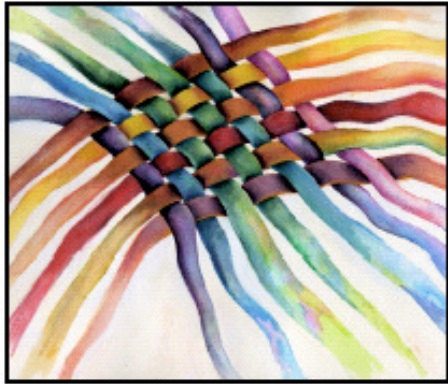
Personnel

Marketing

Fundraising and Memberhsip

Volunteers and Helpers

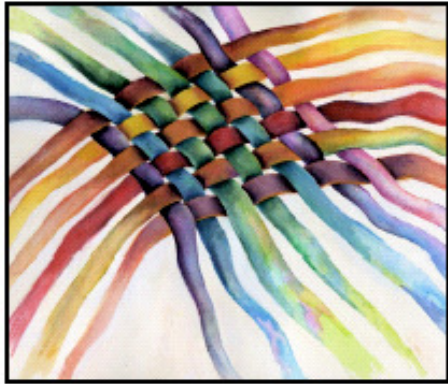




Inclusiveness and Effectiveness

“ My own experience as a person of color in this organization has changed dramatically. I liked working here before. ... I liked who I worked with. I enjoyed the job. But now, it’s like I love coming to work. I love all of the staff. I love the people on this committee and the board members I’ve had a chance to really get to know through this process.”

- *Inclusiveness Grantee*



Thank you!

For more on the Inclusiveness Project and access to tools and information about building inclusive nonprofits, visit:

www.NonprofitInclusiveness.org

