



PUBLIC
INTEREST
PROJECTS

Commitment from the Top: The Role of Leadership in Advancing Diversity, Equity, & Inclusion

Presented by:

Susan Anderson, The CIRI Foundation

Kris Hermanns, Pride Foundation

Sindhu Knotz, Philanthropy Northwest

Kelly Brown, D5

Hosted by: Maritza Guzmán, Public Interest Projects

Welcome from Public Interest Projects



Maritza Guzmán
Program Director,
Public Interest Projects



Public Interest Projects helps donors develop innovative grantmaking strategies.

We create inspired spaces and opportunities for funders to maximize the impact of their grants, leverage their resources, and meet other like minded donors with the goal of thinking more creatively about the philanthropic sector's role in advancing social change.

Before we begin...

- Please mute your lines
- Please use the chat box to ask questions
- At the conclusion, please take the time to fill out the survey
- We are recording this webinar to share online at www.publicinterestprojects.org and www.d5coalition.org

PIP – D5 Webinar Series

All start at 1:00 p.m. EST

- January 23: D5: Advancing Issues that are at the Core of All Communities and All Philanthropy
- February 20: On-Ramps for Every Traveler: Enhancing Impact through Diversity, Equity, and Inclusion
- March 27: Elusive Philanthropy Data: Opportunities and Barriers for Collecting Data to Tell Philanthropy's Full Story
- April 17:** Commitment from the Top: The Role of Leadership in Advancing Diversity, Equity & Inclusion
- May 22:** Career Trajectories of People of Color in Philanthropy

Email to register: homar@d5coalition.org

Visit <http://www.publicinterestprojects.org> or www.D5Coalition.org for past presentations.







Kelly Brown
Director, D5 Coalition

Imagine philanthropy...

- achieves lasting impact by drawing on the power of diverse staffs and boards
- forges genuine partnerships with diverse communities
- increases access to opportunities and resources

for all people.

Four Big Goals

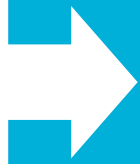
-  1. Recruit diverse **leaders** for foundations—including CEOs, staff, and trustees
-  2. Increase **funding** for diverse communities and ensure that foundations offer all constituencies equal opportunity to access the resources they need
-  3. Improve **data** collection and transparency so we can measure progress
-  4. Identify the best **actions** we can take in our organizations to advance diversity, equity, and inclusion



Research Projects

Commissioned three qualitative research projects in 2012

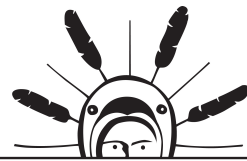
- [Philanthropy Northwest's](#) project
- Study of foundation and nonprofit interactions that advance diversity, equity, and inclusion
- Career trajectories of people of color in philanthropy (note: focus of [May webinar](#))



Today's Conversation



Sindhu Knotz, Partner, Philanthropy Northwest

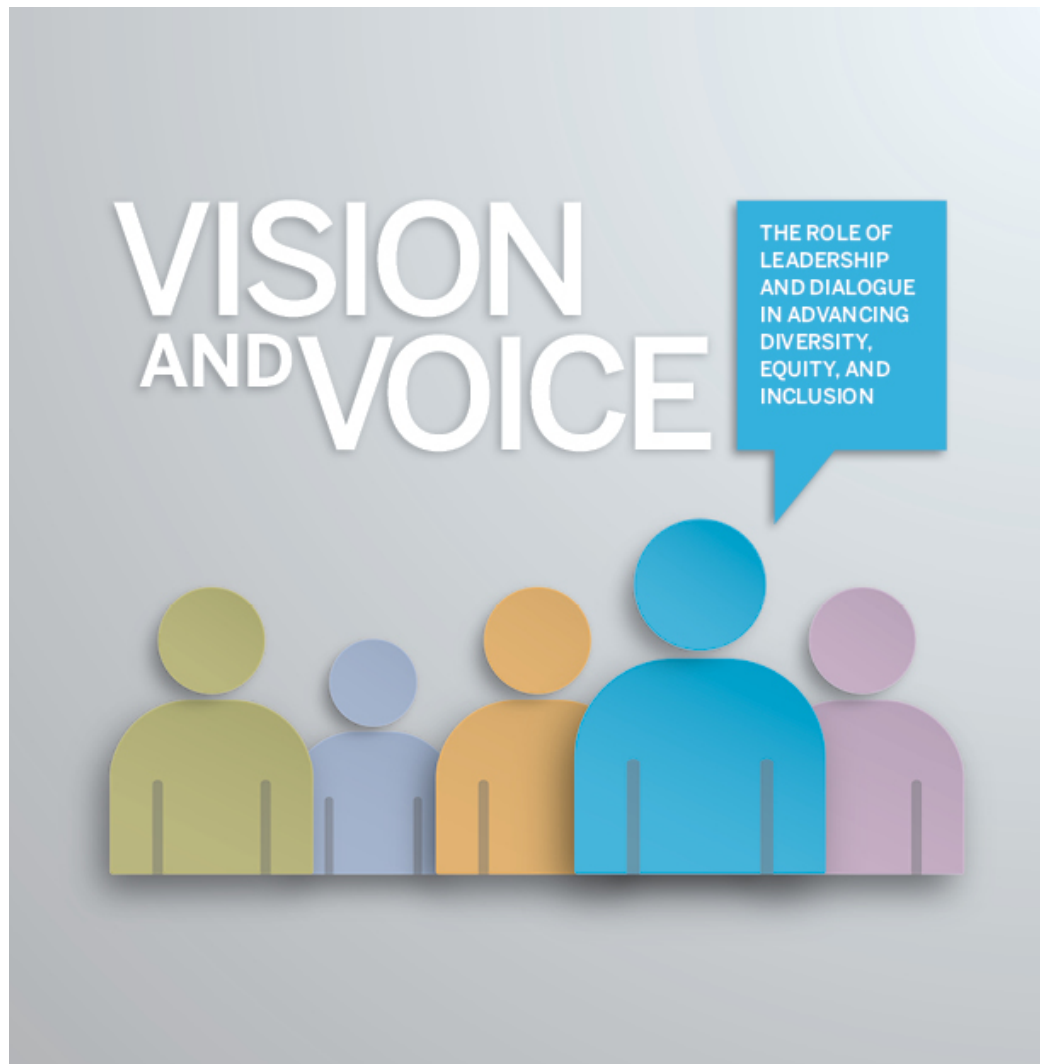


THE CIRI FOUNDATION

Susan Anderson, President and CEO
The Ciri Foundation



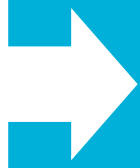
Kris Hermanns, Executive Director
Pride Foundation



Report Findings In Conversation with Susan Anderson and Kris Hermanns



A Report from Philanthropy Northwest
In partnership with the D5 Coalition and the
Seattle University Nonprofit Leadership Program



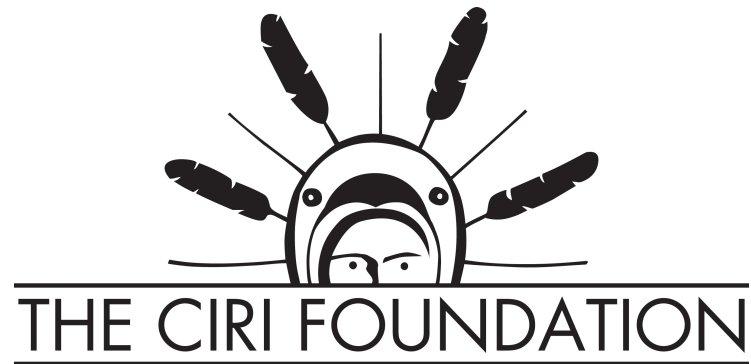
Background and Methodology

1. Report conducted by Philanthropy Northwest, in partnership with [Seattle University](#) and D5 Coalition
2. Interviews with [33 philanthropic leaders](#) (executive, board, and staff) and facilitation of a year-long peer cohort of 10 foundation CEOs
3. Focus on the advancement of diversity, equity, and inclusion in [internal organizational culture](#), rather than on grantmaking practices



Two Key Findings

1. Organizational **culture** is central to advancing diversity, equity, and inclusion.
2. Leaders need support from **peer networks** to advance diversity, equity, and inclusion.



Susan Anderson, President and CEO

The CIRI Foundation

The CIRI Foundation's mission is to promote individual self-development and economic self-sufficiency through education and to maintain pride in culture and heritage among Alaska Natives who are original enrollees of Cook Inlet Region and their descendants.

Website: www.thecirifoundation.org



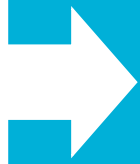
Pride
Foundation

Kris Hermanns, Executive Director

Pride Foundation

Pride Foundation is a regional community foundation that inspires giving to expand opportunities and advance full equality for lesbian, gay, bisexual, and transgender people across the Northwest, including Alaska, Idaho, Montana, Oregon, and Washington.

Website: www.PrideFoundation.org



Two Key Findings

1. Organizational **culture** is central to advancing diversity, equity, and inclusion.
2. Leaders need support from **peer networks** to advance diversity, equity, and inclusion.

#1: Organizational Culture: Practical Lessons

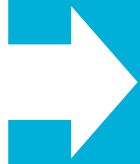
1. Leadership from the CEO is critical
2. Foster an environment that encourages learning
3. Talking about inequality, particularly race, is complex but essential
4. Experimenting is important when it comes to recruitment and retention
5. Sharing life experiences builds trust
6. Place matters

➔ Leadership from the CEO is critical

To create an environment for change:

- Raise it: It takes courageous leadership
- Model it: CEO models commitment
- Support it: Inaction says as much as action

“These are topics that are uncomfortable for many people. A good leader helps people to identify what they really think or believe about diversity or equity or inclusion.”

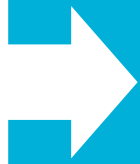


Encourage learning

Challenge the organization's culture

- It takes a true spirit of inquiry, and time
- Leaders must have the stamina to remain open to dialogue and disagreement

"It is essential to build a learning culture where dissent and disagreement are welcome."



Talking about inequality

"That raw conversation can be hard to have with colleagues, but if it is done with authenticity and warmth, it can add many positive layers to professional relationships."

- It's complex but do-able
- We need to name race
- Meet people where they are; they may be anxious
- Recognition makes a difference; frame it in a way that connects
- Good facilitation matters



Experimenting is good...

...particularly when it comes to policies and practices to recruit and retain diverse candidates:

- Identify new networks
- Expand current structures
- Check assumptions
- Mentor

“Good [search firms] will push back and say, ‘have you thought about this?’ And they will make you excited about candidates you have not thought about.”

➔ Sharing life experiences builds trust

"America has changed, and we do not recognize it and we need to realize it. Philanthropy is so behind, and we could be a force for change in America."

- Create the right environment
- Begin with storytelling to ground conversations in real experiences



Place matters

- The context of location
shapes conversations

“[In Wyoming] you have got historically really, really strong independent women who have been running ranches with their husbands or families or running for office. Politically, historically, this was a much more diverse state than it is now. What we are trying to understand is what happened to the voice of women in Wyoming.”

➔ #2: Peer Cohorts Inspire Action

The field of philanthropy is more likely to move forward on diversity, equity, and inclusion if it shapes opportunities for **safe, regular, direct and honest in-person conversations**.





#2: Peer Cohorts Inspire Action

Selected actions from peer cohort participants:

- ☐ Initiated more dialogue with staff about equity and inclusion
- ☐ Developed a social justice equity statement
- ☐ Added sexual orientation into personnel policies
- ☐ Refined job postings to invite a broader pool of applications
- ☐ Opened a conversation for non-family members to find their voice in a family foundation
- ☐ Initiated a purchasing program from diverse vendors for spending on goods and services



The Impact of Peer Networks

"Activated"

"Emboldened"

"Thank you. It is good to just stop and think about these questions. There could not have been an hour better spent. And I will act on some of what I shared."

"Optimistic"

"Ready"

➔ Reflections from Peer Cohort Participants



Susan Anderson,
President and CEO,
The CIRI
Foundation



Kris Hermanns,
Executive Director,
Pride Foundation

"When we started the project, I wanted a practical outline or template of how to infuse DEI into the foundation...I guess if it were that simple, and didn't rely on personal leadership...the work would have been done a long time ago. I have learned that there is no clear, obvious path—this work requires resilience."

– Max Williams, President and CEO, Oregon Community Foundation

➔ Discussion

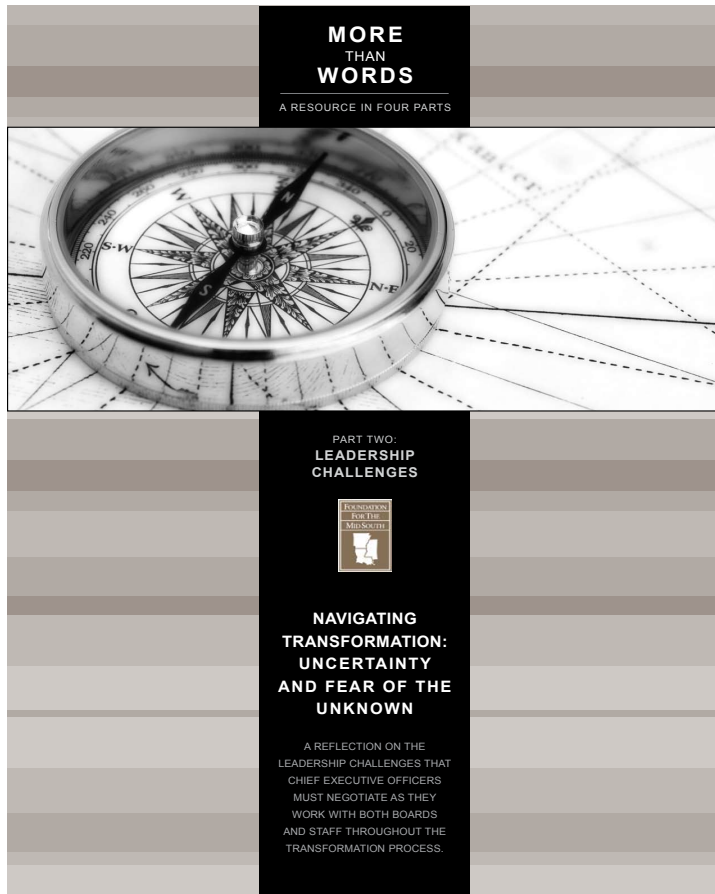
“Model policies and practices alone will not spur consistent action; leaders need support, encouragement—and sometimes pushing—from their peers to advance diversity, equity, and inclusion.”

“You have to have board members that come from different sets of life experiences and backgrounds so collectively you can design new ways of working that are more inclusive.”

- Where do you get peer support? What could you do to nurture peer networks?
- What will be your next step to incorporate diversity, equity, and inclusion into your foundation’s culture?

“People don’t leave often, but we decided that when they do, the foundation will be better off if we identify and invite candidates that change our current demographic profile.”

Resources

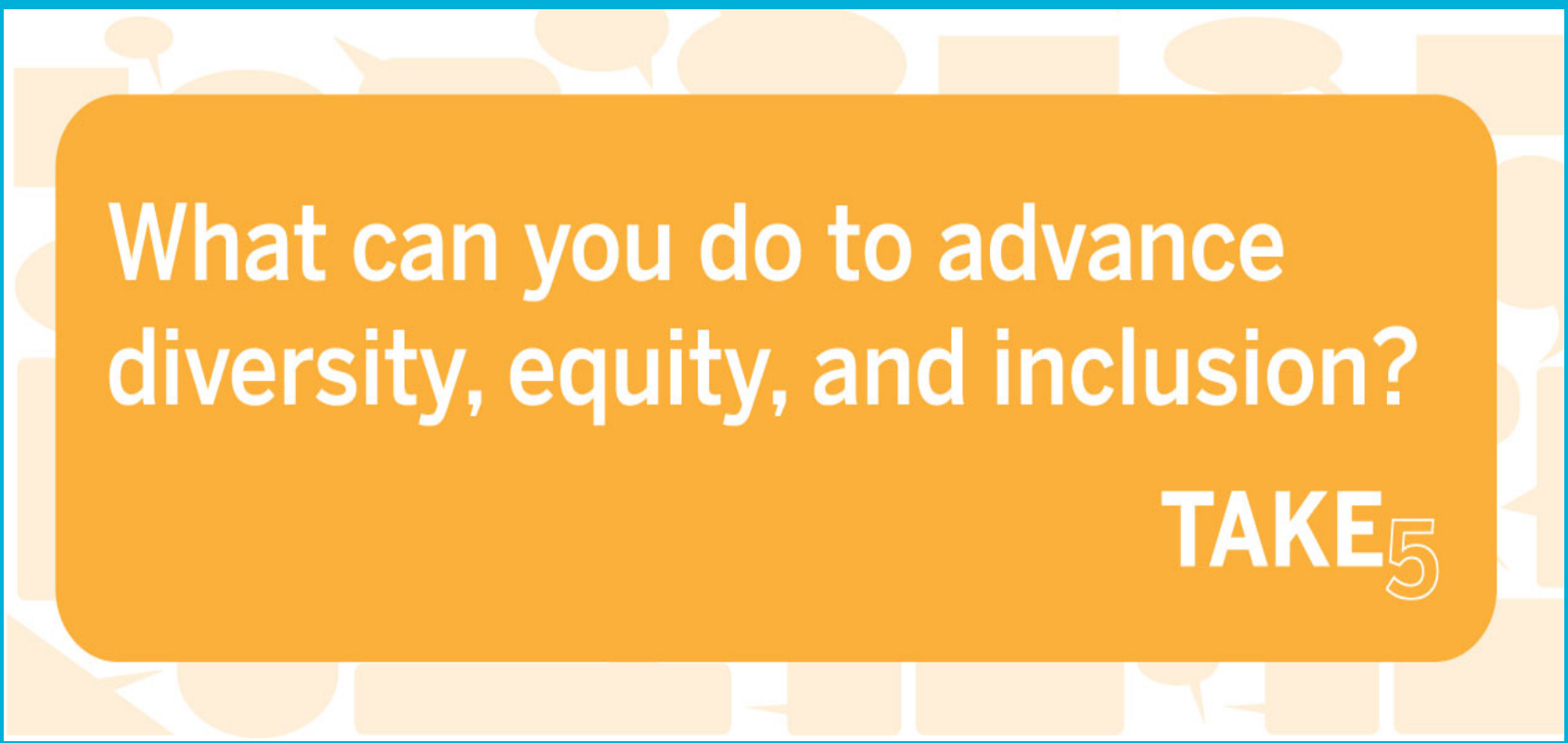


More Than Words by George Penick

<http://racialequitytools.org/resourcefiles/midsouth1.pdf>



- Alaska Native Dialogues on Racial Equity
<http://www.firstalaskans.org/index.cfm?section=Alaska-Native-Policy-Center&page=Racial-Equity>
- First Alaskan Institute Fast Facts
<http://www.firstalaskans.org/index.cfm?section=Alaska-Native-Policy-Center&page=Fast-Facts>



What can you do to advance
diversity, equity, and inclusion?

TAKE₅

Visit <http://www.d5coalition.org/the-take-5-campaign/> today!

Visit www.D5coalition.org:

- Access a wide range of supportive resources
- Learn about and get involved with **Take 5**
- Sign-up for our mailing list, newsletter and e-alerts

Visit www.publicinterestprojects.org:

- PowerPoint slides of all webinars in series
- Access resources

Visit www.philanthropynw.org for the full report

Webinar Series – All start at 1 p.m.

- Jan. 23: D5: Advancing Issues that are at the Core of All Communities and All Philanthropy
- Feb. 20: On-ramps for Every Traveler: Enhancing Impact through Diversity, Equity, and Inclusion
- Mar. 27: Elusive Philanthropy Data: Opportunities and Barriers for Collecting Data to Tell Philanthropy's Full Story
- Apr. 17: Commitment from the Top: The Role of Leadership in Advancing Diversity, Equity & Inclusion
- May 22: Career Trajectories of People of Color in Philanthropy





Chat

The following is a transcript of the chat room conversation that occurred during the webinar:

Kelly Brown: Welcome everyone! I will be monitoring the chat room and capturing questions that are posed as we go along, so please feel free to type your questions into the chat room as they occur to you.

Kevin Walker: Can you tell us who was in the cohort besides Kris and Susan?

Kathy Annette: We just utilized social media to recruit for a position at our Foundation and were ASTOUNDED at the increase in the diversity of our pool

Steve Clyne: Kathy: thanks for sharing - can you specify what social media tools u used?

Kathy Annette: Facebook, twitter and internal blogs

Efrain Gutierrez: Did Susan or Kris hire an external organization/consultant to facilitate diversity conversations in their organizations? How did you find the right consultant?

Jeanne Isler, NCRP: Where is information about the cohort posted online?

Graham Murphy: And if so, can you provide names of good consultants?

Kelly Brown: The report will be available next week on our site.

Esther Nieves: Please forward the resource list and readings you have suggested. Thanks!



THANK YOU

For follow-up inquiries or to register for future webinars, please contact Hafizah Omar with the D5 Coalition at homar@d5coalition.org.