

Make Room For People of Color!

Changing The Racial Composition & Culture of Your Board



About Me

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What You Should Know

Many organizations struggle to identify the right leaders



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graph TD; A[Many organizations struggle to identify the right leaders] --> B[More than half — 58 percent — of nonprofit leaders report that it is difficult to recruit new board members]; B --> C[Only 73 percent of Executive Directors state that they have the right board members to effectively govern their organizations]; C --> D[New board members must have skill sets and perspectives that align with your organization's strategies, goals, and needs];
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Blind Spots Block Diversity

“At the most fundamental level, who serves on a board impacts how it functions and the decisions it makes. Board compositions are not one-size-fits-all but if the board is homogeneous in any way, it risks having blind spots that negatively impacts its’ ability to make the best decisions and plans for the organization. Blinds spots created by a lack of racial and ethnic diversity may result in strategies and plans that ineffectively address societal challenges and inequities or even reinforce them.”



Despite reporting high levels of dissatisfaction with current board demographics — particularly racial and ethnic diversity — Board portraits reveal slow progress in racial/ ethnic and age diversity.

They are not prioritizing demographics in their recruitment practices. Levels of board diversity have largely remained unchanged since 1994.

(Leading with Intent, 2017)

Racial Diversity Comparison

Race	Leading With Intent Study
African American	7%
Hispanic	4%
Other	3.5%
White	82%



How Boards Are Changing

- The role of Board Chair has become one of the most important decisions a nonprofit can make
- Boards are shrinking. Almost 80% of boards are actively recruiting for between one to six members, indicating not only a time of renewal, but a shortage of experienced people, and challenges in retaining directors.
- Board chairs are looking for deeper business expertise, greater diversity, and new skills on their boards to deal with new realities

The 21st Century Board Chair

- Sets the culture and expectations of all board members
- Guides to consensus a relatively large group of people (average is 15) to work together in harmony on behalf of the organization.
- Can harness ambition, turn around the organization + create a new culture
- Motivates board members to continue to participate and give
- Achieves successful governance by ensuring, the right individuals are recruited, expectations are set from the onset, and the level of accountability is understood by all.
- Not afraid to propose changes when necessary



Why Board Diversity Matters

- Representation of constituents that the nonprofits serve
- Moral and ethical arguments for diversity and inclusion
- Diverse boards have increased internal operating efficiency and organization growth
- Better business outcomes, according to corporate governance research
- Changing demographics of the general population means the talent pool will look very different, and nonprofits must engage more than the stereotypical board member who is described as a 65+ year old, white, male

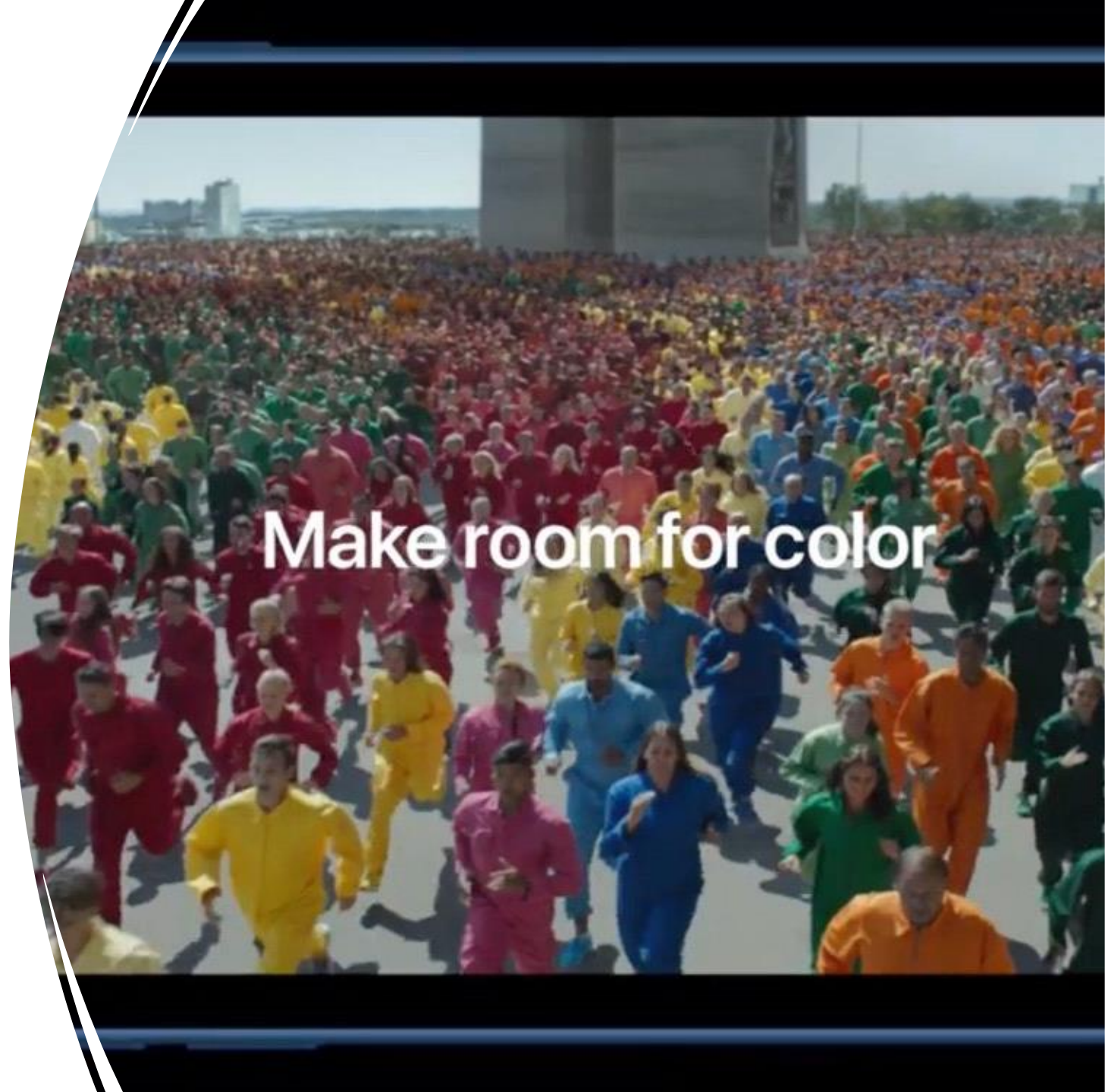


Did You Know?

- Organizations founded between 1975-1999 had the largest percentage of African American board members at 8%
- Hispanic and African American board members mostly serve on boards of education nonprofits
- In 2060 the proportion of US women who will be women of color will rise to more than half
- Health and human services nonprofits have the most diverse boards
- More companies are being urged to scoot white board members over and out and to make room for people of color at the table (Goldman Sachs in effect July 1, 2020)
- There is a talented pool of people of color who are qualified and ready to serve on your board today

Make Room for Color

- 82% of nonprofits board members are white
- 90% of nonprofit board chairs are white
- Women of color are the most underrepresented of all groups to serve on corporate boards, holding 4% of seats
- Board members are 55% male, 45% female
- 43% of board members are between the ages of 50-64





Shifting the Balance of Power

Imbalances of power create opportunities for the people who have historically called the shots to abuse their authority, whether that means excluding people of color on boards or inviting just one to satisfy a statistic or being insensitive to the needs and voices of nonwhite board members and staff.

Inclusive Ready Boards

- Have a few champions who are ready to do the work
- Are open to bringing peers along and to learning about equity, inclusion, and institutional racism
- Ready to invest significant time
- Know that this work has to be in alignment with their nonprofit's broader culture, day-to-day work, and the communities they serve
- Are eager to have continuous dialogue around equity and inclusion



Questions to Ask Before Recruiting for Diversity

- Is there a race-equity culture in your organization and board?
- What is the racial equity policy around your board recruitment
- Are board members or the CEO/ED willing to reach out to their colleagues and POC peers for suggestions?
- What are you doing at the board level to change your culture such that POC feel welcomed, included and want to remain on your board?
- Are people on your board ready to listen and welcome different points of view?



Role that Boards Play in Creating A Race-Equity Culture

Critical in this cycle is the Senior Leader and Board Levers. They set the tone and drive progress of the work across the organization.

Awake	Woke	Work
Add policy in bylaws to ensure the board is diverse and representative of community served	Call for new board members emphasizing the need for POC. Net is cast wide to yield a strong talent pool	DEI task force is formed to ensure the board is monitoring it's performance to nourish a race-equity culture. The Chair is a person of color

Woke Boards on Diversity

Racial Equity Policy Around Board Recruitment

ABC organization strives to build a Board of Directors that reflects the community it serves in regard to race, gender, and ethnicity. According to the 2020 U.S. Census, the community we serve is comprised of 79% Blacks, 10% Latinos, 10% percent Whites, and 1% other. The program team has reported that 64% of our clients are female and 36% are male. Therefore, ABC organization will strive for similar representation in the make up of the Board of Directors. As demographic changes occur, we will make adjustments to our Board composition accordingly.”



Board Recruitment for People Of Color

- Strategic
- Requires Discipline
- Deep networking
- Clear articulation of the org's mission and ways POC can add value
- Hire a Recruitment consultant
- Isn't about speed and ease
- Requires time to get it right

Create A Recruitment Plan

- Create a diverse Nominating Committee
- Complete board Matrix to create the ideal board profile
- Create the board announcement/Application
- Determine what sources for board applicants
- Promotion of open board seats (ads, emails, phone calls, social media)
- Prospect Research on potential members of color
- Candidate Interviews with the Nominating Committee
- Selection of New Board Members
- Welcome and Onboarding



Board Matrix/Profile

A board profile will help you to determine the specific skills and qualities that would benefit your board.

- Do you need to find more people with lived experiences closer to the constituents you serve?
- Is your board diverse enough to enable you to benefit from different points of view?
- Do you need extra finance or legal capacity?
- Do you have ambassadors, connectors and fundraisers?



Build a Pipeline for Diverse Board Members

- Set intentional, deliberate, and calculated targets for gender, race, and ethnicity to drive results
- Track promising professionals of color earlier in their careers and devote resources to their development
- Channel professionals of color into line functions where revenue and P&L responsibilities lead to executive roles that will qualify them for board consideration
- Appoint people of color to advisory boards to build their skills and experience
- Cast a wider net to board-eligible professionals of color

Sources To Recruit Diverse Board Members



- Target individuals who are active within Black and Brown communities
- Build links to services that search for or match boards and qualified board members like BoardNet USA
- Reach out to civic organizations; 100 Black Men, Jack and Jill, The Links, Mocha Moms, black churches, and fraternities and sororities
- Publish board vacancies on websites like Bridgespan.org, AFP, United Way VIP, Atlanta Women's Foundation, NPOCunicorns - People of Color Nonprofit Professionals (FACEBOOK)
- Mobilize board members to recruit through their networks

Notable Facts + Habits of Diverse Groups

African American	Latinx	Asian
14% of US millionaires with \$1 million dollars of cash on hand are African American	Largest minority in the US (50 Million)	43% have a post graduate degree
Give or engage because of who's asking	Neglected as donors – widely underrepresented on boards	Tech Savvy
64% give because of their faith	Cultural traditions inform giving and involvement	Affinity for health and children nonprofits
More than 30% give or engage because of family tradition or to better their communities	63% of Spanish speaking households give to charity	Emergency relief great motivation for giving



The Impact on Diversity on Board Fundraising

- **Gender:** Boards with higher percentages of women more actively participate in fundraising
- **Age:** Boards with a higher percentage of members age 39 or younger are more likely to have board members who ask others for donations.
- **Ethnic and Racial:** Boards that have a higher percentage of Asians are rated higher by their CEOs for their fundraising performance.

New Profit Welcomes Two New Board Members



VALERIE MOSLEY
Chairwoman, Valmo Ventures



JOHN RICE
Founder and CEO, MLT

and a new Chief Financial Officer



GAIL FRANCK
CFO, New Profit

Welcome + Onboarding

- Orientation should be 2-4 hours
- Before the 1st Board Meeting
- Announcement of new board members on social media and to major donors
- Introduction to staff – Mission Moment
- First board meeting – introduced, celebrated for accomplishments or skills that will be shared
- Gift optional (swag, pen, t-shirt, pin, etc.)

Step Into
Their Shoes

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The ability to step into the shoes of another person, aiming to understand their feelings and perspectives, and to use that understanding to guide our actions.

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- Being ignored or being the lone minority voice that is constantly outvoted and not taken seriously; however, who looks good in the photo ops
- Being treated as the 'diversity member' instead of simply a member of the board. Being treated like a token
- Having decisions made by a small group of 'insiders.' Not being heard
- Being treated with condescension or as though invisible
- Having to resign due to hefty dues or meetings that take place during the day or conflicting with parenting or care-giver responsibilities

Creating An Inclusive Board Culture

- Orientation that includes committee assignments, opportunities to share ideas, and make recommendations
- Using language that is inclusive
- Avoiding discussions that talk about home/boat size/personal investments
- Buddy System – pairing up for questions, updates and learning nuances about board service
- Day of Service – volunteer work together
- Cultural Events/Holidays – celebrating nontraditional holidays, ex; attending museum exhibit on Indian culture



Board Meetings that Foster Inclusivity

- Hold meetings at times that are convenient for board members with care-giving responsibilities.
- Hold meetings in locations that are wheelchair or public transportation accessible.
- Plan cultural activities that include music, artwork, books, and other interests of people of color
- Ensure that foods served meet cultural and personal preferences of all board members

Discomfort Culture

- Honest dialogue, safe space to fumble
- Calling out tension
- Addressing conflict
- Consequences for violation
- Sensitivity Training for improvement
- Next steps for Repair + Recovery



- Employ senior leaders to set the tone and drive progress towards equity and inclusion
- Implement a formal process to assess board culture and identify barriers to inclusion
- Create communications that reflect the needs of communities of color
- Beef up recruitment efforts that reach out to communities of color
- Develop a process to identify and address discriminatory or non-inclusive behaviors
- Draft a detailed plan of action to become inclusive
- Include a commitment to diversity and inclusion as an ongoing (not short-term) initiative
- Institutionalize organizational policies and procedures that address diversity and inclusion
- Get to know people of color with exposure to other cultures, customs, and traditions

Steps to Become a More Diverse + Inclusive Board

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- Sponsor a person of color to groom him/her for board service
 - Reach out to persons of color who are ready and talk to them about joining a board – particularly yours
 - Celebrate and support POC leaders at other nonprofits
 - Stop waiting for someone else to do it. It's your turn!



**BE THE LEADER
YOU WISH
YOU HAD**



The Board Pro

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