



Rockefeller
Brothers Fund

Philanthropy for an Interdependent World

The RBF Diversity Report 2012 Update

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2012 DIVERSITY PROJECT UPDATE

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The commitment that the Rockefeller Brothers Fund (RBF) made four years ago to the values of diversity, equity, and inclusion has been a journey of continuous change. In pursuing its social change mission², the Fund has continuously sought to manage its philanthropic programs and organizational culture in a manner that embraces diversity and inclusion.

In 2008, the RBF launched a foundation-wide project to assess and improve diversity within its operations and grantmaking. The Diversity Working Group, consisting of staff members from across the Fund, settled on four basic goals for its initial exploration:

- Become familiar with contemporary concepts, frameworks, and programs for diversity.
- Assess the current status of the RBF's diversity relative to staff, board, vendors, and grants.
- Identify strengths and weaknesses in the RBF's institutional culture relative to diversity and inclusiveness.
- Develop recommendations regarding the design and implementation of strategies to strengthen and, where necessary, improve diversity and inclusion in the Fund's work.

[The 2010 RBF Diversity Report](#), written by Ana Heeren, documented the initial findings and implementation plans of the three working groups (Human Resources and Operations Management, The Pocantico Center, and Programs and Grantmaking). The report was presented to the RBF board of trustees along with the [RBF Diversity Statement](#), which was approved by the board on November 18, 2010. The statement recognizes that embracing diversity, equity, and inclusiveness is essential to the RBF's mission and to its commitment to the philanthropic traditions of the Rockefeller family.

The 2012 Diversity Project update summarizes the progress made by the working groups in collecting and analyzing data regarding the Fund's human resources, operations, grantmaking, public programs, and conference activities. This report also provides a brief update on board diversity, which was previously examined by staff in 2010.

Human Resources and Operations Management

The Rockefeller Brothers Fund's Human Resources department developed a data collection system to examine the demographics of the Fund's staff and vendors, and to assess its recruitment efforts. Three major questions framed the Human Resources and Operations Management working group's perspective:

- **Staff:** Are existing policies, procedures, and systems as fair, consistent, and transparent as they could be to create an open environment for staff?
- **Recruitment:** Does the Fund's recruiting and hiring practices reflect a fair and equitable system that includes a diverse applicant pool?
- **Vendors:** What are the demographics of the Fund's vendors?

¹ Elizabeth Campbell, Regina Creegan, Gail Fuller, Andrea Gray, Michael Klompus, Hope Lyons, Latoya Morris, Daphny Toussaint, and Geraldine Watson participated in the diversity data collection and contributed to writing this report.

² The Rockefeller Brothers Fund advances social change that contributes to a more just, sustainable, and peaceful world.

Staff Demographics

Since 2008, as part of its [annual reporting of operations](#), the Fund has collected the following data from the New York City and The Pocantico Center staff: average length of service, gender, race/ethnicity (self-identification method), average age, and full-/part-time status.

An analysis of the data collection revealed the following:

- The average tenure of the RBF staff continues to increase, from 7.5 years in 2008 to 9.1 years in 2011.
- The average age of an RBF staff member was 47.7 years in 2008, as compared to 48.9 years in 2011.
- The gender composition has remained consistent, with women making up 78 percent of the Fund's staff.
- Since 2008, there continues to be a higher percentage of males represented at the senior staff level (program officers and above, 47.3 percent), as compared to the overall RBF male population (22 percent). The number of female senior staff employees has trended upward, increasing from 47 percent in 2010 to 58 percent in 2011.
- In 2011, people of color at the senior staff level represented 21 percent, as compared to 46 percent at the support level. Overall, people of color represent 37 percent of the RBF's current staff count, up 6 percent from 2008.

Recruitment

Beginning in 2010, candidates who interviewed for vacant positions were asked to self-identify their race/ethnicity. During these recruitment efforts, the RBF expanded its recruiting efforts and sourcing techniques to ensure it cast a wider net for a diverse applicant pool.

2010–2011 RBF Recruitment and Placement Efforts*							
Position	African-American/Black	Asian/Pacific Islander	American Indian/Alaskan Native	Hispanic/Latino	White	Two or More Races	Other
Communications Associate (8)	14%	14%	0%	14%	43%	14%	0%
Special Assistant (9)	11%	0%	0%	0%	89%	0%	0%
Grants Associate (10)	30%	10%	0%	10%	40%	0%	10%
Program Assistant (7)	0%	29%	0%	14%	43%	0%	14%
Accountant (13)	38%	31%	0%	15%	15%	0%	0%
Internship Program (8)	14%	14%	0%	0%	57%	14%	0%
Totals	18%	16%	0%	9%	48%	5%	4%

* Demographics of candidates who interviewed for RBF position vacancies. (Number of candidates listed in parenthesis next to title. Hires highlighted in yellow.)

Vendors

To gain a better understanding of how the Fund's vendors address diversity and inclusion, a diversity worksheet was distributed to vendors. For data collection purposes, vendors were identified as any individual or organization that provided an administrative or program-related service to the Fund, including independent contractors. In total, 178 worksheets were sent to RBF vendors (79 from the New York office, 99 from The Pocantico Center). To date, 64 responses have been received, including 55 from vendors that completed the diversity worksheet. Vendors who did not provide the requested data chose to share their organization's diversity statement. Those who refused to respond stated that they are not permitted to provide such data to clients or outside parties, as per their human resources department and legal counsel. An analysis of the data revealed that RBF vendors are represented primarily by white men at the ownership and board levels, but become more ethnically diverse and have greater female representation at both the management and support staff levels.

Progress to Date

In recognition of the Fund's commitment to ensure that policies, procedures, and systems are current, consistent, fair, and transparent, the Human Resources department has initiated the following:

- An electronic human resources inbox to ensure speedy responses to queries and concerns of staff (initiatives aimed at embedding a culture of diversity and inclusivity into all aspect of the Fund's work).
- Improvements to its recruiting efforts, including a system to collect demographic data from all applicants to ensure that future job listings reach the widest range of available talent.
- An enhanced tuition-reimbursement model that is being formulated to support professional development and diversity-related educational offerings for all levels of staff.
- An interactive PDF version of the RBF Employee Guidebook, providing easy access to vital information for all employees.

Next Steps for Human Resources and Operations Management

The Human Resources and Operations departments will continue to address the issues of diversity and inclusion. Focus will be placed on existing staff development and policies, recruitment, and vendor diversity.

To improve the overall effectiveness of the Fund, the Human Resources team will continue to collect and analyze relevant staff data. It also will provide staff with professional and educational opportunities that will help to expand their experience and lead to a more collaborative environment.

Despite significant progress made in identifying a broad range of qualified candidates, the Fund will continue to research and utilize targeted recruitment sites and source applicants from professional associations for future searches. The Fund's recruitment efforts at colleges and universities, including historically black colleges and universities in the United States, will remain a priority.

Deeper analysis and expansion of the vendor data could provide an opportunity for the Fund to further address and define the business case for vendor diversity. Two questions that could frame this work are: What percentage of total purchases does the RBF want to make from underrepresented suppliers? Does the Fund want to identify a percentage of new minority-/women-/ disabled-owned vendors to partner with each year? If the Fund makes vendor diversity a focus, it will need to take proactive steps, including participating in minority and women-focused business professional

organizations, establishing a vendor recognition and reward initiative, and increasing the vendor's knowledge of the RBF in order to share with them how to best do business with the Fund.

The Pocantico Center

Concentrating on its conferences and the growing importance of public programs, The Pocantico Center³ working group focused on:

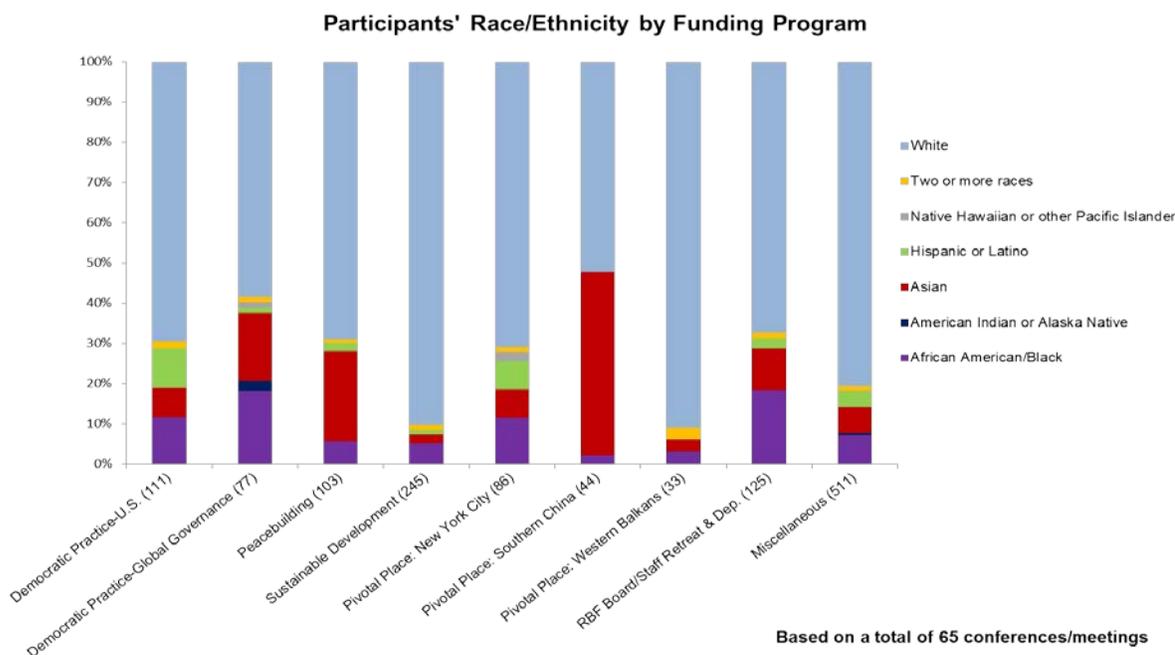
- examining the demographic data of conference participants;
- assessing the Historic Hudson Valley demographics of visitors to Kykuit; and
- analyzing the demographics of the public program's performers and presenters.

Using these measurements and previous discussions as a departure point, the Pocantico team devised manageable data collection systems to identify the populations currently being served by The Pocantico Center's programs.

Conference Program

Since 2010, The Pocantico Center's staff have been collecting demographic data about conference and meeting participants by asking organizers to identify the race and ethnicity of these individuals on the "Participant Information Form." Organizers are not required to provide this information, and statistics continue to show that organizations new to The Pocantico Center are more willing than returning groups to provide the demographic information.

In 2011, 1,645 individuals attended 65 program-related conferences and meetings. Of that number, demographic data was collected for 1,335 participants (81.2 percent, see chart below). The majority of participants were white (76.7 percent non-Hispanic); and 51.2 percent were male.



³ The Pocantico Center is a venue for conferences and meetings on critical issues related to the Fund's mission. It also serves as a community resource and offers public access through a visitation program, lectures, and cultural events, as well as support to artists and arts organizations in the greater New York City area.

Public Programs

The Pocantico Center's public programs include historic tours, lectures, and cultural events, as well as support to artists and arts organizations in the greater New York City area. In 2011, Pocantico staff showcased the New York City program's arts and culture grantees. There were 18 performances and programs, which featured African-American, Asian, Hispanic/Latino, and Caucasian artists and presenters.

One challenge the Pocantico team has faced is that space is limited for most public programs, which are by invitation only and reserved on a first-come, first-served basis. Traditionally, Pocantico staff have utilized shared mailing lists from the National Trust for Historic Preservation's members and local institutions with family affiliations. In order to attract a more diverse audience, staff reached out to community leaders and were able to incorporate members of the Historic Hudson Valley's African American Advisory Committee to the invitee list. Hispanics and Latinos constitute 22 percent⁴ of Westchester County's population, and provide an opportunity for The Pocantico Center to attract new program attendees. Pocantico staff consulted the Pocantico Hills Central School district's faculty and, with their assistance, are expanding outreach efforts in the Latino community.

Pocantico staff also assessed Historic Hudson Valley's demographics of visitors to Kykuit, which it collected about nine years ago. The data showed that the majority of visitors live in New England and New York State, with most from Westchester County and New York City. The data also showed that of the 313 survey respondents, 87 percent of the individuals visiting Kykuit were white and 65 percent were female.

Next Steps for The Pocantico Center

The Pocantico Center will continue to explore ways to engage diverse constituencies in its conferences and programs. In these efforts, Pocantico staff will:

Conferences

- Work with program directors/officers to extend an invitation to a more diverse group of participants and to urge groups they fund to do so as well.
- Add language in approval letters to encourage organizers to invite a more diverse group of participants.
- Report on how organizations address diversity concerns to strengthen their work, using responses on open-ended questions from conference applications.
- Explore ways to have participants self-identify their race/ethnicity.

Public Programs

- Reach out to other organizations and committees to develop a more diverse mailing list.
- Add a self-identifying racial/ethnic composition question in future public program audience surveys.
- Utilize a ticketing system that allows individuals to self-identify their racial/ethnic composition.

⁴ Westchester County population, <http://planning.westchestergov.com/population>.

Programs and Grantmaking

Across all RBF programs, staff have explored ways to ensure that the Fund's strategies contribute to overcoming exclusion, disempowerment, and discrimination based on race, ethnicity, gender, age, class, and other differences. The mandate for the Fund's program and grantmaking staff at the conclusion of 2010 was to:

- examine the ways in which attention to diversity can increase the effectiveness of our programs and grantmaking and advance the Fund's commitment to social justice; and
- consider options for data collection, to gain insight into the organizational profiles and program strategies that grantees are pursuing to engage diverse perspectives on their work.

In 2011, program directors and program officers sought opportunities and considered strategies to build in more engagement with diverse communities in the course of their work. Grants management staff oversaw a pilot project to collect and analyze diversity data. The two tracks yielded insights regarding the value and complexities of bringing diverse perspectives to bear on a set of key social, political, and economic issues. The data collection effort also brought grantee voices into the deliberations and highlighted the wide range of strategies they employ to engage diverse communities in directly carrying out their work.

1. Program/Grantmaking Explorations

Over the past year, the Program staff's approaches to exploring diversity have varied in light of their differing program goals, strategies, and contexts. Among the promising strategies pursued in one or more programs are the following:

- Encourage partnerships among organizations to bring in perspectives of various race, ethnic, and cultural communities (Peacebuilding, Democratic Practice–U.S., Democratic Practice–Global Governance, and New York City).
- Direct funding to geographic areas where a higher proportion of underrepresented groups⁵ are found (Western Balkans, Southern China, e.g., rural areas, selected provinces, etc.).
- Fund analyses of the impacts of environmental pollution and/or policy options on various groups and add dimensions to offset increased costs (Southern China, Sustainable Development).
- Develop regrants mechanisms to reach smaller local groups that often reflect the experience and perspectives of underrepresented groups (Western Balkans, Sustainable Development, Southern China, Democratic Practice–U.S., and New York City).
- Bring people with longstanding differences together to work on problem of shared concern (Peacebuilding, Western Balkans).
- Explore ways that journalists and other media professionals can increase the visibility of the contributions and perspectives of underrepresented groups (Democratic Practice–U.S., Democratic Practice–Global Governance, and Sustainable Development).
- Provide support to get underrepresented groups to the table where issues affecting them will be debated and decided (Democratic Practice–Global Governance, Peacebuilding).
- Fund projects with a focus on particular minority ethnic groups and/or support “mainstream” groups to hire staff from specific racial/ethnic communities to improve outreach and engagement (New York City, Sustainable Development).

⁵ While the term *underrepresented groups* indicates representation according to proportional presence in a population, it also is a way to frame the various manifestations of exclusion, disempowerment, and discrimination the Fund aims to address across contexts.

Some of these strategies have resulted in grants; others are still under discussion. Staff also encountered several complexities that can arise in working to enhance diversity. For example:

- While diverse groups can often join together against a common enemy, forging consensus on alternative solutions to problems can be more difficult; at times, the RBF may be faced with funding two sides of a debate.
- In certain instances, funding diverse groups to come together to discuss differences can be counterproductive—reinforcing old prejudices and hardening divergent points of view.
- Keeping the Fund’s values regarding cultural diversity in mind is a solid part of the Southern China program’s approach; however, staff have found careful explanation of the Fund’s values and intentions to be necessary in China, as it is a largely homogeneous society with significant political sensitivities about ethnic minorities.
- With many funder-initiated conversations, it can be challenging to discern genuine commitment to diversity as some grantees may be concerned that their comments will affect their funding.
- The choice of whether to support organizations of underrepresented groups or strengthen the presence of these groups in mainstream organizations can be a difficult strategic decision point, especially with work centered on policy change goals.

2. Diversity Data Collection Pilot

In 2011, the Fund launched a pilot effort to gather data on diversity, equity, and inclusion in its grantmaking. The goal was to better understand how the Fund’s grantmaking is encouraging and supporting diversity, while at the same time meeting a variety of programmatic goals in differing geographic contexts.

All organizations that received a grant from the Fund in 2011 were asked to complete a diversity worksheet as part of the proposal review and due diligence process. The worksheet requested information on the race/ethnicity and gender of prospective grantee organization’s board and staff, and included two open-ended questions:

- How does the proposed work engage diverse perspectives in the community or field in which you work?
- Are there other aspects of your work that reflect diversity, equity, and inclusion?

Ninety-four percent of grantees responded. For the first time, the Fund is able to compile comprehensive data on the diversity profile of its grantees, and learn about the programmatic strategies they are pursuing to engage diverse perspectives, particularly those of underrepresented groups. Key findings include the following:

General

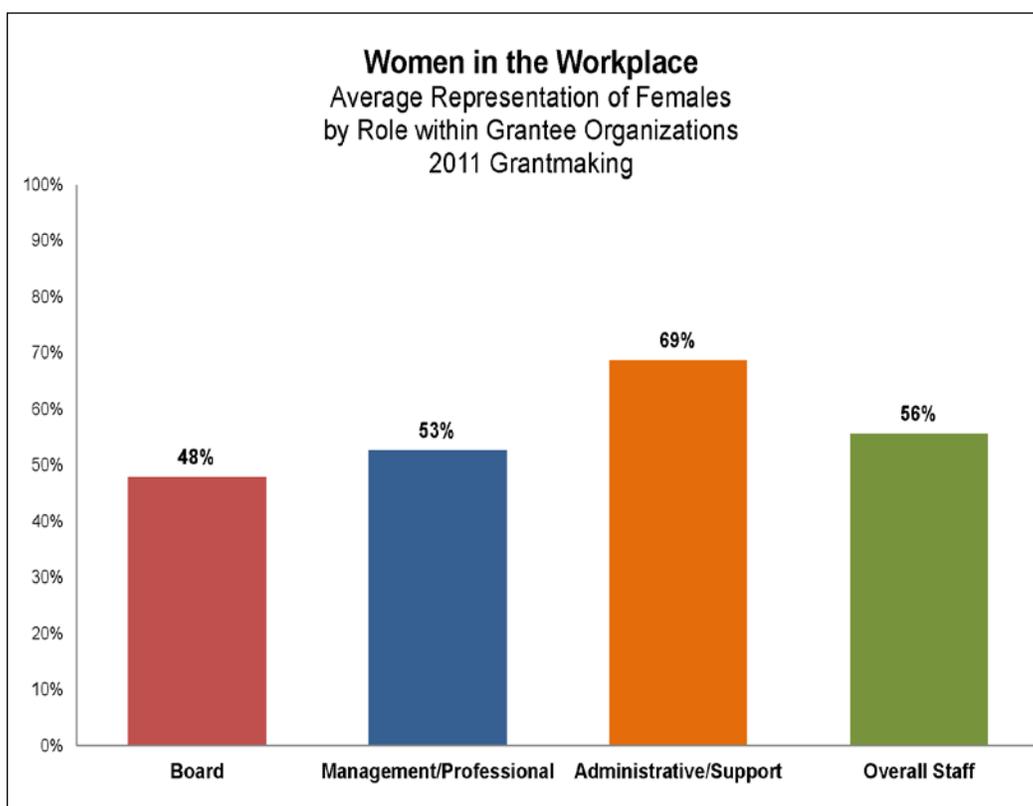
- Eighty-five percent of respondents noted that the funded work would engage diverse perspectives.
- Grantees discussed diversity related to various factors, including race/ethnicity, gender, economic inequality, religious beliefs, and educational background.

Gender

- The staff of grantee organizations are, on average, 56 percent female, with women occupying an average of 53 percent of management positions.

- The boards of non-U.S. based grantees had lower representation of women (42 percent, compared to 49 percent seen in U.S.-based grantee organizations); however, the overall representation in staffing was similar.
- Women have a strong presence in the boards and staff of the Fund's grantee organizations. On average, grantee boards are nearly 50 percent female.

Female representation in grantee organizations was not surprising in light of the generally held presumption of a strong female presence in the nonprofit sector. In the United States, women make up nearly 75 percent of the nonprofit workforce; however, their representation in senior positions is not nearly as strong. Women hold 45 percent of nonprofit CEO positions in the United States, and on average, nonprofit boards are 46 percent female.^{6,7} The information from grantees largely tracks with these trends.



Research has shown that having one-third women “unlocks the door to change,” enabling institutions to be more effective, responsive, and profitable.⁸ While the boards and staff of grantees boards currently pass this threshold, both overall and within each program, turnover on boards and staff is such that it is important to be attentive to gender diversity and female representation within grantee organizations and across fields.

⁶ “The Whitehouse Project Report: Benchmarking Women’s Leadership” (2009): 76–79, <http://thewhitehouseproject.org/documents/Report.pdf>.

⁷ Francie Ostrower, “Nonprofit Governance in the United States: Findings on Performance and Accountability from the First National Representative Study,” The Urban Institute (2007): 23.

⁸ Linda Tarr-Whelan, *Women Lead the Way: Your Guide to Stepping Up to Leadership and Changing the World* (San Francisco: Berrett-Koehler Publishers, 2009), chap. 1, “The 30% Solution.”

Race/Ethnicity

The Fund's grantmaking covers a wide variety of geographic contexts. U.S.-based organizations were asked to submit race and ethnicity data according to the U.S. Census Bureau's categories. Grantees based outside the United States were asked to identify the relevant racial/ethnic groups in their region. In order to draw comparisons across the Fund's grantmaking, staff looked at the overall representation of groups considered to be minority racial or ethnic groups in the countries in which the Fund works, aggregating them as underrepresented groups.

- On average, underrepresented groups comprise one-third of the overall staff of grantee organizations, with 29 percent of management roles within grantee organizations being held by individuals from underrepresented groups.
- Across all grantees, boards have 28 percent representation from individuals from underrepresented groups.
- Across programs, individuals from underrepresented groups comprised 17 percent to 41 percent of grantee boards; the range is 16 to 38 percent for management/professional staff.
- Organizations with annual budgets between \$1 and \$5 million had higher percentages of women and underrepresented groups in their boards and within their management/professional staff.

"[Our] staff and board have recognized that we are not currently a diverse organization, and believe that we need to become more diverse in order to be a more effective organization. We are concerned that our lack of diversity means that our decisions do not necessarily take all perspectives into account and hinder our ability to be an effective ally to other communities. We have begun a process of examining how we function as staff and how we can be better allies to communities and groups within the progressive community."

—Democratic Practice-Global Governance Grantee

"Diversity is essential to [our] mission and was a core founding principle 20 years ago. [We] refer to "inclusivity" when describing our approach to ensuring a strong culture for all to feel welcome, valued, powerful and engaged – capable of contributing to a team and a cause that is larger than ourselves...Our organization deliberately prioritizes bringing together people from different racial, socio-economic, educational, religious, sexual orientation and geographic backgrounds both in our volunteers and in our staff."

—Western Balkans Grantee

The nonprofit sector in the United States is overwhelmingly white, with people of color representing less than 20 percent of the nonprofit workforce. Similarly, less than 20 percent of nonprofits are led by people of color.⁹ Boards of U.S. nonprofits are on average 86 percent white.¹⁰ Overall, RBF grantees are surpassing these figures; however, as with gender diversity, it is important to continue to encourage grantees to build and retain a diverse staff and leadership.

Grantee Strategies for Working with Diversity

The open-ended questions on the diversity worksheet gave grantees an opportunity to share information on how they are working to engage diverse communities and other dimensions of their work that relate to diversity, inclusion, and equity. To analyze the responses, RBF staff developed a coding structure to

⁹ R. Patrick Halpern, "Workforce Issues in the Nonprofit Sector: Generational leadership change and diversity" (2006): 7.

¹⁰ Ostrower, "Nonprofit Governance," 18.

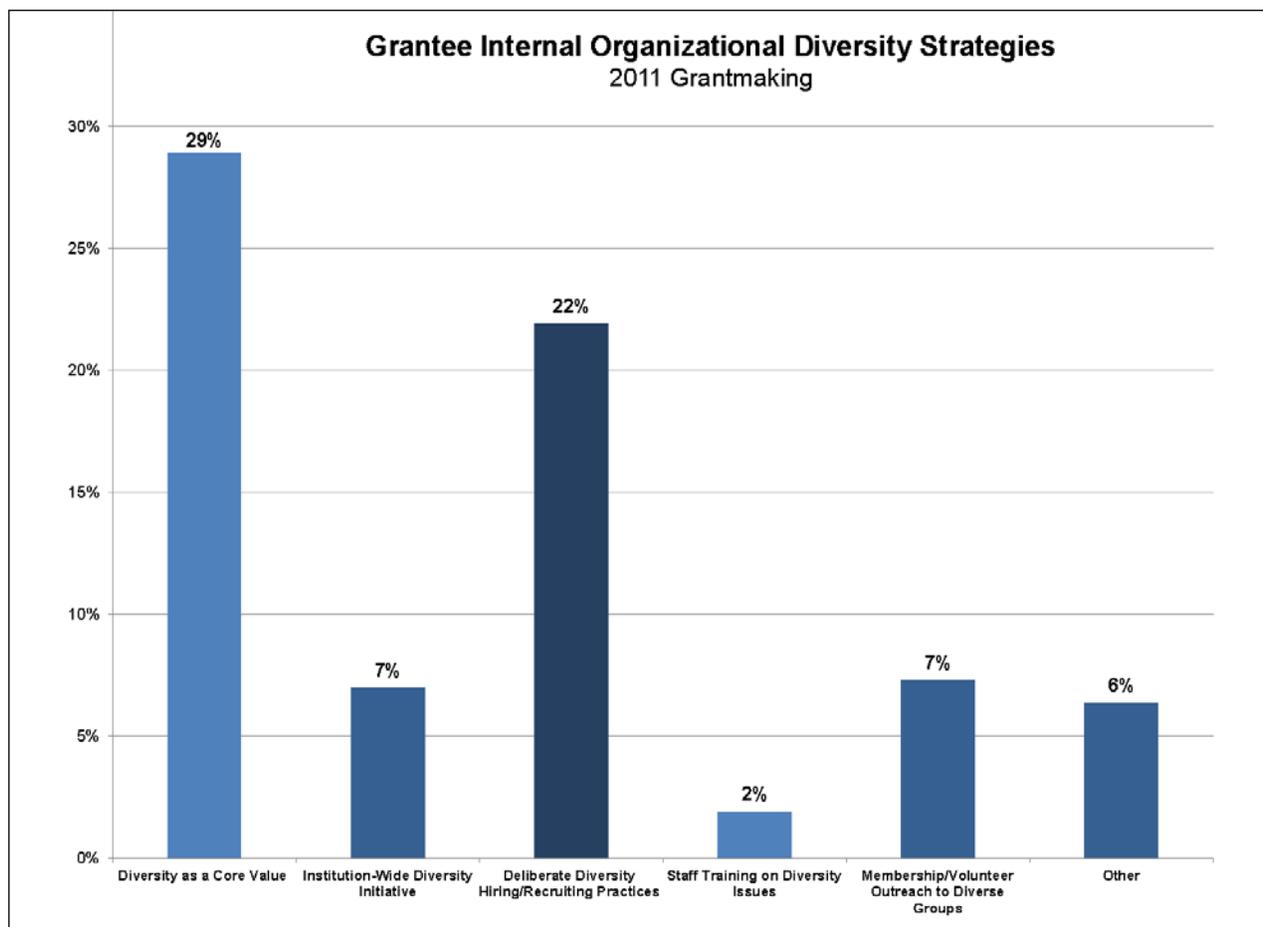
capture the responses in a way that would help to understand how grantees are incorporating diversity in their organizations and in their work. It should be noted that the coding of grantee responses were based solely on the information that they provided; some aspect of their diversity work may not have been mentioned in the open-ended responses and was therefore not coded. Staff did not make any changes based on what else they knew to be true about the organizations.

The strategies cited related to two overarching categories: 1) organizational/management strategies; and 2) programmatic strategies.

Grantee Organizational/Management Strategies

Half of the grantees reported employing at least one internal strategy to improve diversity in their organizations. Across the responses, we identified five internal organizational strategies, including:

1. Establishing diversity as a core organizational value
2. Conducting institution-wide diversity initiatives
3. Prioritizing diversity in recruitment and hiring
4. Providing staff training on diversity
5. Ensuring membership/volunteer outreach to diverse groups



Grantee Programmatic Strategies

Grantees reported six programmatic strategies to build in greater attention to diversity, equity, and inclusion into their work:

1. Partnering with and/or engaging underrepresented groups (66 percent)
2. Convening underrepresented groups (19 percent)
3. Promoting institutional and governmental policy, responsiveness, and reforms of interest to underrepresented groups (21 percent)
4. Promoting the inclusion and concerns of underrepresented groups (37 percent)
5. Conducting research and analysis on issues of interest to and/or related to underrepresented groups (12 percent)
6. Conducting outreach, education, and capacity building for underrepresented groups (30 percent)

“[Our] engagement process is based on a set of principles designed to ensure participation that is broad (ethnically, racially, geographically, ideologically, and socio-economically diverse) and deep (all participants are provided with neutral background information and seated at tables with a trained process facilitator to ensure that all voice are heard), and [that] provides an accurate reflection of the public’s will on a given policy issue.”

—*Democratic Practice—U.S. Grantee*

The strategies employed by grantees varied across organizations and programs. Partnering and engaging with underrepresented groups was the most frequently cited category within each program and overall, with 66 percent of grantees noting this as a key strategy for engaging diverse perspectives in their work. Over one-third noted that they promote the inclusion and concerns of

“Our model...seeks to make the emerging green economy more inclusive than economies of the past. Through our new market organizing work, we create opportunities for people of color, people in poverty, people who have been consistently unemployed, formerly incarcerated individuals, single parents and others that would be considered “historically disadvantaged” to participate in and generate wealth from emerging green sectors.”

—*Sustainable Development Grantee*

underrepresented groups in their work. Grantee efforts around inclusion ranged from ensuring that underserved groups were part of intergovernmental decision-making processes to making sure that the grantee organization’s positions were responsive to underrepresented groups.

Throughout the responses, it was evident that grantee organizations see increased attention to diversity as important to their overall effectiveness; they believe it will make the work they are doing better. The strategies they detailed not only provide an insight into how grantee organizations relate to and work with

diversity, but they also provide RBF staff with tools and ideas to share with others when discussing diversity with grantees and colleagues.

Next Steps for Program Development, Grantmaking, and Data Collection

Staff will continue to explore with grantees ways to incorporate diversity concerns into the Fund’s grantmaking. This can take many forms—encouraging diverse perspectives within projects, addressing diversity issues with grantee leadership, and developing grants that have a specific diversity focus. As staff have looked for ways to enhance their engagement with diverse communities,

they have, at times, encountered a set of “next generation” questions. How can the RBF best approach broadening its networks and engaging in new discussions with unfamiliar groups without unduly raising expectations? What does the Fund do if a long-standing grantee, aware of the Fund’s interest in diversity, does not make any progress? What does the RBF consider to be progress? What is the universe against which the Fund benchmarks progress?

RBF staff will continue to share experiences and work together to better understand the answers to these questions as the Fund’s work around diversity moves forward. In light of the richness of the information received and the positive reception from grantees during the pilot project, the Fund plans to continue data collection regarding diversity as part of the grantmaking process. Across programs, staff have found that positioning diversity as a matter of policy, and building the diversity worksheet into the grantmaking process, underscores the Fund’s commitment to diversity and is a helpful prompt to deeper conversations about values and strategy.

Though a number of foundations collect diversity information from grantees, the RBF is not aware of others who have analyzed results across all programs and grantees, nor any using systematic data collection to understand how grantee organizations are engaging diverse perspectives in their work. According to Philanthropy New York, less than one-third of New York-based foundations routinely ask for diversity information related to a grantee organization’s board and staff.¹¹ The Fund plans to share the results of the 2011 pilot with RBF grantees and with peer foundations and philanthropic networks to encourage continued learning and commitment to diversity in the sector.

Board Diversity

The diversity of the Fund’s board of trustees has been an important dimension of the RBF Diversity Project. In 2011, the board of trustees included 17 trustees and three advisory trustees: 90 percent White, 5 percent Black or African-American, and 5 percent Asian or South Asian. Men comprised 65 percent of the RBF board. Unlike most family foundations, about 50 percent of the RBF’s board consists of non-family members, which invests it with some diversity of background and experience. Approximately half the trustees are members of the Rockefeller family, including five from the fifth generation. For more about board diversity, please refer to the [2010 RBF Diversity Report](#).

Conclusion

Over the last four years, the Rockefeller Brothers Fund has made significant strides in examining and addressing the role of diversity, equity, and inclusion in the Fund’s culture and work. The RBF has recruited new employees with diverse backgrounds and experiences, introduced a broader range of public programming at The Pocantico Center, and encouraged diverse perspectives in its program development and grantmaking.

With the completion of the initial data collection and analysis phase of the Diversity Project, the RBF has gained a greater understanding of the effectiveness of diversity and the role it plays in the organization. Staff will continue to embrace diversity, equity, and inclusion as an integral part of achieving the Fund’s mission.

¹¹ Philanthropy New York, “Benchmarking Diversity: A First Look at New York City Foundations and Nonprofits” (2009).