On-Ramps for Every Traveler:
Enhancing Impact through Diversity, Equity, and Inclusion

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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
Four Big Changes by 2015

1. Diverse leaders
2. More funding
3. Better data
4. Voluntary action

2015 GOAL:
- New foundation CEO, staff, and trustee appointments more closely reflect U.S. demographic trends

WORK TO DATE:
- Leadership networks in Chicago, Michigan, Pacific Northwest, Philadelphia
- Study of career paths of people of color in philanthropy
- Directory of pipeline programs

WORK UNDERWAY:
- Engagement of search firms and HR professionals
- Census of diverse trustees
Four Big Changes by 2015

1. Diverse leaders
2. More funding
3. Better data
4. Voluntary action

**2015 GOAL:**
- Annual funding for diverse communities increases substantially

**WORK TO DATE:**
- Donor Gatherings in Chicago and LA
- Population-Focused Funds (PFF) Directory
- PFF Analysis report and convening
- “We Are Philanthropy” film series

**WORK UNDERWAY:**
- PFF Analysis strategic dissemination
- “We Are Philanthropy” strategic dissemination
- LGBTQ donor research
Four Big Changes by 2015

1. Diverse leaders
2. More funding
3. Better data
4. Voluntary action

**2015 GOAL:**
- Philanthropy has the research capacity to be more transparent about progress on DEI

**WORK TO DATE:**
- Data collection taxonomy development and pilots; field-level analysis
- Demographic data included in the GuideStar Exchange
- “Insights on Diversity” commissioned research projects and dissemination

**WORK UNDERWAY:**
- Collaborations with GuideStar and Cultural Data Project
- Field-level outreach and engagement
Four Big Changes by 2015

1. Diverse leaders
2. More funding
3. Better data
4. Voluntary action

2015 GOAL:
- More foundations take meaningful action to address diversity, equity, and inclusion issues in their organizations

WORK TO DATE:
- Message for the field on DEI developed
- Comprehensive scan of best programs, policies, and practices (PPP)

WORK UNDERWAY:
- PPP scan dissemination
- Communications trainings
- Research on DEI consultants and resource development
- Affinity group engagement
Policies, Practices & Programs (PPP) to Advance DEI
Steps to Drive Action

I. Starting Points
II. State of DEI Work
III. How Action Happens
IV. What You Can Do
Focus of the Scan

- Disability
- Gender
- LGBT
- Race
“(O)ne of the reasons that these conversations tend to be frustrating and unproductive is that they lack a clear framework, a starting point that emphasizes consensus around definitions of terms and concepts, and most importantly, a clear set of goals.”

–Program Officer, Community Foundation
Distinctions Among Diversity, Inclusion, Equity

**Diversity** of people, perspectives

**Inclusion** = power, voice, organizational culture

**Equity** = results from policy, practice, position
## Framework for Organizing the Scan

<table>
<thead>
<tr>
<th>Organizational features that advance and sustain DEI goals</th>
<th># of Indicators</th>
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<tbody>
<tr>
<td>Has the organization made an expressed commitment to DEI?</td>
<td>3</td>
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<tr>
<td>Has it authorized DEI in organizational policy?</td>
<td>6</td>
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<tr>
<td>Has it implemented DEI practices in its operations?</td>
<td>11</td>
</tr>
<tr>
<td>Has it implemented DEI practices in grant-making/other programmatic areas?</td>
<td>11</td>
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<tr>
<td>Does it utilize accountability mechanisms to monitor DEI?</td>
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“The work that the Foundation had been doing around diversity was good work, but it just wasn’t enough.”

– Program Officer, Family Foundation
Considerable inroads are being made by philanthropy around issues of diversity practice, especially as it pertains to Board, staff, and donors, and mainly focused on race/ethnicity.

Challenges include the need to achieve cross-cutting equitable results, sustain DEI through policy, and undertake systematic organizational accountability for DEI.
“Her background both personally and professionally helped her understand we have to do this differently... Her experiences helped her understand that race and gender had to be at the core of the work.”

–Executive Director, Family Foundation
What Animates DEI Work

Mobilizers
Missions
Money
Moments
Movements
What’s Important at the Start

• Leadership

• Broadly embraced message

• Shared definitions and clear point of view

• Openness to self-reflection, learning, data

• Manageable place to anchor commitment in everyday work

• Early positive reinforcement

• External supports
What DEI Work Requires to Be Sustained

- Good results
- Ongoing and broadening leadership commitment
- Growing board, staff, organizational competencies
- “Hard-wired” institutional commitment to DEI
- Systematic data for tracking impact
“By doing not only what is **right**, but also what is **smart**, we can get the change and the world we all want to see.”

– Kelly Brown, Director, D5 Coalition