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Social and Human Capital Contributions of Diverse Board Members

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Pepperdine University
Graziadio School of Business

SOCIAL AND HUMAN CAPITAL CONTRIBUTIONS OF DIVERSE BOARD MEMBERS

A dissertation submitted in partial fulfilment
of the requirements for the degree of
DOCTOR OF BUSINESS ADMINISTRATION

by

Sharifa Ife Batts

July, 2021

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DEDICATION

This dissertation work is dedicated to my mom, Hattie Ree Herring, who has been a consistent support system and inspiration during the challenges of graduate school and life. I am truly blessed that you in my life.

This work is also dedicated to my husband, Cameron Ray Batts, daughters: Sydney Sha’Kieron Traxler and Camiya Tyler Sha’Ree Batts, son in laws: LaFelton Traxler and Shaheed Clemens, and all of my grandchildren: Phoenix Reign Traxler, London Raye Traxler, Damian Adorée Batts, and Camren Batts, who love me unconditionally. Lastly, this is also dedicated to my dad, Bobby Ray Cox, who passed away before he could see me graduate.

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Thank you.

VITA

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- Batts, S., & Gibson, C.B. Diversity benefits organizations through specific contributions. Target: *Harvard Business Review*.
- Batts, S., Gibson, C.B., & Thomason, B. Development of optimal imperviousness theory. Target: *Administrative Science Quarterly*.
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ABSTRACT

While most firms serve a diverse population, many have no minorities or women serving as members on their board. Boards are disadvantaged when their composition fails to align with their employee population or the stakeholder groups they serve; they are neglecting the contributions of women and minorities as their voices are unheard. The purpose of this multiple case comparison study builds on current boardroom diversity and board effectiveness research by exploring how the unique human and social capital contributions of women and minority board members increase the boards' capabilities and impact board governance. I qualitatively examined six boards of varied demographic diversity, systematically analyzing data from multiple sources including board member interviews, on-site observations of the board meeting interactions, and archival examination of annual reports to understand performance. The findings revealed the diverse board members human and social capital coupled with their contribution of learned strategies and unique interactions resulted in a positive influence on both the board and firm effectiveness. Based on my findings I developed the Optimal Imperviousness Theory to speak to strategies that are deployed by women and minority members as coping mechanisms in their interactions with the dominate culture. Additionally, a Board Competency Matrix was created for those charged with diversifying boards and a communication process that is captured with the acronym 'STUDS' can be used to guide future research and practice.

Keywords: Diversity, Board of Directors, Human Capital, Social Capital, Corporate Governance

CHAPTER 1: INTRODUCTION

Overview

Executives in many firms view diversity as a strategic concept that has significant performance benefits, while others acknowledge it an issue of compliance with legal requirements (Allen et al., 2007). Previous research has offered insight into board roles and activities concerning board governance, but board member capabilities and connections that are necessary to influence the firm remain understudied. This research will help to understand the unique capabilities and connections women and minorities bring to the board to influence the firm's outcomes.

Problem Addressed

The composition of many corporate boards does not match their employee base and/or the stakeholders they serve. For example, only 17.5% of U.S. corporate board members are minorities, which is up from 10% in 2019, yet they comprise 39% of the labor force (Catalyst, 2020; Deloitte, 2021). Likewise, 26.5% of board members of the Fortune 500 companies are women, even though 50.04% of women participate in the labor force (Catalyst, 2020; Deloitte, 2021; Law, 2020). Most dismal is that only 5.7% of Fortune 500 corporate board members are minority women. In 2020, 49% of Russell 30000 companies did not have any woman at all on their boards (Shepherd & Teare, 2021) and, even after a strong push for gender representation, women now hold only 23.7% of corporate board seats (5050 Women on Boards, 2020). While most of these firms serve a diverse population, they are disadvantaged when the composition of the board fails to align with their employee population or the stakeholder groups they serve; they are neglecting the contributions of women and minorities as their voices are unheard. For example, World Fuel Service Corporation, who ranks 91st on the Fortune 500 list, competes in the energy sector with 5,000 employees. Their board includes nine members, none of whom were women or minorities

until investor pressure and strict regulations finally influenced them to add a woman in 2020 (Zillman, 2018). Progress in this sector has improved, but at the current amount of change it will take generations before gender parity is reached and even longer for ethnic parity.

Although data from privately held firms is scarce, since they are not required to disclose their board membership, it was revealed in 2020 that 49% of the companies did not have women on their boards following the first benchmarking study that reviewed gender diversity (Shepherd & Teare, 2021). The contribution of women and minorities come in the form of both human capital, which refers to an individual's set of skills, knowledge, education, training, and various experience, and social capital, which focuses on an individual's ability to access resources through their connections (Kor & Sundaramurthy, 2009). Increasing awareness of the contributions of women and minorities serving on corporate boards will likely increase their representation.

Despite an abundance of literature on corporate board diversity, empirical findings regarding the influence on firm performance are inconclusive. Some suggest gender and ethnic diversity delivers a unique cognitive perspective, which positively impacts group dynamics, and improves decision-making, which positively influences the organization's outcomes (Werbel et al., 2003). However, other researchers find no support that ethnically diverse boards affect the organization's financial performance (Carter et al., 2010). Much of the literature focuses on board demographics, with limited research regarding individual board member's human capital and social capital contributions. This study attempts to underscore contributions of women and minority board members, as we do not yet know how their connections, skills, knowledge, experience, and education influence their governance.

In my own career, I have witnessed the value of women and minority contributions to governance, which has sparked my motivation to address this significant issue. My research motivation dates to my senior year of high school, where I was the first African American

and first female Associated Student Body President. This is where I quickly learned that my human and social capital were precious tools that could prove beneficial for many people if I utilized my skills and networks effectively.

I exercised my human capital and applied the leadership skills that I obtained from my experiences as captain of the track and cheerleading teams and was honest, inspirational, and displayed integrity as I recruited potential candidates to build a winning team. Coming from a diverse family, I learned how to be adaptable to all situations, collaborate and communicate effectively, and to develop a thick skin to avoid unproductive situations where negative comments were expressed, or ideas rejected.

In terms of social capital, I was extremely familiar with the different groups on campus as I was friendly, sociable, and well known by most students since I was among the 1% of African Americans out of 2,110 students on campus. This allowed me to tap into my networks on campus, and my external groups that included the local newspaper where my mother worked on printing articles pro bono, highlighting the school's activities and fundraising opportunities.

When it came time to form a board, the individuals I selected were from various clubs and had a plethora of unique internal and external resources, which proved to be beneficial to the board. Additionally, each member had distinctive human capital based on their problem-solving skills, individual experiences in specific areas such as previous board positions, or participation in certain activities, along with their fund-raising knowledge. This ultimately produced the most diverse board in the school's history because it included women and minorities with unique skill sets and an extensive amount of social capital. Inclusion and collaboration were effective as we capitalized on everyone's distinct human capital and utilized the members' internal and external social networks to become the first board to generate successful fundraising because of our diverse, innovative fundraising ideas.

As a second example, having worked for over 30 years in the maritime industry, I have witnessed corporate boards in the industry that were predominately Caucasian and male, even though stakeholders, such as customers and suppliers, were highly diverse. Yet, I personally noticed when the inclusion of women and minorities occurs, their human capital is included to enhance innovation and creativity, and their social capital is utilized for information or other useful resources, organizations experience an increase in cost savings, production, and profitability compared to groups composed of all Caucasian males. In the maritime industry, the top three profitable shipping companies have at least one woman on their board compared to the lower ranking organizations that have zero women and minority representation, which demonstrates a positive result when women are included.

Research Question

The problem this study attempts to address is that boards are disadvantaged when they fail to include women and minorities. The research question I explore is: “How does the human and social capital of diverse board members contribute to board capabilities?” Increasing awareness of the contributions of women and minorities serving on boards will likely increase their representation. As a mother and grandmother of young women and minority boys, recognition of the value of their human and social capital adds another dimension to the value of this research.

Objective and Aims

The purpose of this study is to motivate increased representation of women and minorities on boards of directors by documenting how they increase the boards’ capabilities through their unique human and social capital contributions. I utilized a qualitative approach to address the research question and purpose. As described by Marshall and Rossman (2016), qualitative research methodologies are comprehensive techniques to study social phenomena and are acknowledged as significant modes of analysis for the social science and practical

fields to include management, community developments, and social work. Qualitative methods are considered effective when recognizing imperceptible elements, such as gender roles, ethnicity, socioeconomic status, and social norms, and the role may not be apparent in the stated problem of the study (Creswell & Creswell, 2018). The strength of qualitative research is the aptitude to deliver complex documented descriptions of how people experience a known research concern, as it provides evidence about the human side of a problem that is often inconsistent beliefs, thoughts, behaviors, feelings, and relationships of people (Marshall & Rossman, 2016). Qualitative research can be used to probe a topic when the variable and theory base are unidentified, so the research problem is understood best by exploring a notion or phenomenon (Creswell & Creswell, 2018).

Many studies have been completed on boards, but the qualitative method is needed to explore the contribution of unique skills and behavior of diverse board members. Qualitative, exploratory research was the best approach to use, to assess to what degree and extent diversity, along with human and social capital, had on the governance of corporate boards. By using a capability lens to gather data on directors' individual human and social capital resources and combining different data sources that included archival corporate data, board member interviews, board observations, and protocols, my research expands on prior research (e.g., Klarner et al., 2018) that was based on demographics and serves to clarify the impact of board diversity and its contribution to the firm. Conceptually work has addressed contributions to boards, and particular contributions of women and minorities have been investigated in teams, but there is a gap with providing empirical documentation specific to women and minority contributions on boards. Research shows that the composition of the board is connected to effectiveness, but given the use of simple demographic indicators, we do not know what and how women and minority members contribute (Erhardt et al., 2003). The gap in the literature is understanding how diversity improves board capabilities, as

researchers previously failed to capture the link between diverse contributions, board capabilities, and organizational effectiveness.

The qualitative method I used for my dissertation was a Multiple Case Comparison that analyzed U.S. public, for-profit, and non-profit boards, with each board treated as a separate case. A case study can include individuals, organizations, institutions, or processes and is an empirical technique that investigates a modern phenomenon within its real-world setting, specifically when the boundaries between the phenomenon and condition may not be clearly apparent (Yin, 2018). The four areas of concentration for each case consisted of the board composition, contributions of members, processes observed, and outcomes. This qualitative, exploratory case-based method is appropriate for my research because it relates to ‘how’ and ‘why’ research questions and explores and recognizes the significance of groups or individual attributes to a social or human problem (Creswell & Creswell, 2018). With this approach, I assessed how diversity, along with human and social capital, have an impact on the governance of boards.

Significance of the Proposed Research

The focus on diversity in U.S. corporate boards has increased due to shifting U.S. demographics, increased minority buying power, investor pressure, and a surge in recognizing the positive impact and critical need for inclusive leadership. Hollander (2012) describes inclusive leadership as connections that can achieve results for mutual benefits while respecting competition and collaborating as part of a participative process. Some boardrooms have made progress because they realize the benefits of having a diverse and highly skilled board, but it has been a slow journey as companies have not recognized the potential of instituting diversity on their boards. The occurrences of the summer of 2020, Coronavirus-19 (COVID-19), and the Black Lives Matter (BLM) movement may have been a turning point for the substantial components that highlighted an already existing need for

change in boardroom composition (Deloitte, 2021). By coordinating diversity of the organization's directors to the diversity of its prospective customers and employees, increased diversity supports a better understanding of the industry and enhances the firm's ability to infiltrate markets to improve their performance (Campbell & Mínguez-Vera, 2007). Board diversity affords strategic human and social capital to organizations that can increase innovation, creativity, and problem solving of the board that contributes to their improved understanding of the market (Hillman et al., 2009). A diverse board has a broader view, so they have a better understanding of the complexities of the business setting that serves to improve their decision-making and increase the organization's bottom line (Campbell & Mínguez-Vera, 2007). A diverse board might positively affect the customer's behavior and grow the organization's competitive advantage, resulting in stronger profits (Smith et al., 2006). In contrast, some arguments suggest greater gender diversity may reduce firm performance because the members of homogeneous groups experience fewer conflicts and are more cooperative with one another (Campbell & Mínguez-Vera, 2007). Another argument against diversity is that women are more risk-averse than men, which could be harmful regarding the organization's financial performance (Cox Jr. & Blake, 1991). This research is critical to identify the specific contributions of women and minority members on boards.

CHAPTER 2: LITERATURE REVIEW

According to Russell Reynolds Associates (2021), as the business environment continually evolves, the old strategy of having like-minded board members is not necessarily the most conducive approach. The responsibilities of the board and the influences are constantly changing, so it is imperative boards are constructed with members who possess skills, abilities, experience, connections, and knowledge that can positively influence the board and firm's effectiveness. There is a minimal amount of literature in place regarding the human and social capital contribution of board members, and we do not yet fully understand how these assets influence board governance. The purpose of this review is to summarize and incorporate the limited research on this subject and to enhance our understanding of how, and to what extent, diverse board members contribute to organizational outcomes and the impact of their social and human capital.

Method of Reviewing Literature

At the onset of my exploration, I utilized Business Source Premier and Google Scholar as databases to retrieve articles for my research. My initial investigation focused on board demographic diversity and its impact on innovation and financial performance within an organization. I entered Diversity, Innovation, Financial Performance, Boardroom, and Organization as search words that resulted in 105 articles. An initial review of these articles indicated that a promising focus concentrated on individual board director's capabilities, thus I used the following signal words: Diversity (Gender and Ethnic), Corporate Boards, Firm Performance, Social Capital, Human Capital, and Capabilities. I added an additional 45 articles to my database. I included studies from respected journals in the organizational sciences because they contained the most relevant empirical and theoretical data. I also reviewed the references for the articles I retrieved to identify additional resources.

After reviewing 165 articles, the central themes of corporate boards, human capital, social capital, and diversity (Gender and Ethnic Minorities) emerged, and this allowed me to focus on 60 articles divided into three categories: research regarding women and ethnic minorities in the boardroom, human capital, social capital, and firm performance (Summarized in Appendix B). Most of the articles were theoretical, but the empirical research used similar independent variables (gender or ethnic minority diversity, social or human capital), whereas the dependent variables were often firm performance. Many studies used control variables such as the number of board of directors, tenure of board members, firm size, and age of the organization. Ultimately, few articles measured human and social capital of individual board directors even though these articles discussed these mechanisms for the organizational impact of these conditions. As a result, I am hopeful my research will have a positive theoretical and practical contribution on the performance of organizations.

Increasing Gender and Ethnic Minority Diversity

Definitions of Diversity

Diversity is a complex phenomenon with several pertinent questions posed by leaders and academics, resulting in countless issues and debates. Research on the impact of firm diversity has grown significantly in recent years, with a divergence of opinions and results suggesting the effects could be different under various conditions and at different periods (Carter et al., 2010). Increasing globalization transforms the way organizations conduct business and requires more interaction from a diverse group to serve markets with diverse needs (Mazur, 2010), as well as policies and training to offer a sense of inclusion for all employees to ultimately enhance the firm's performance and competitive advantage (McFarlin, 2019). As cultural, political, and societal views evolve on corporate board membership, there is a heightened interest in the demographic diversity of corporate directors (Carter et al., 2010).

The issues addressed in the current literature include definitions of diversity, the disproportionate representation of women and ethnic minorities on boards, and the impact of having diverse boards. The literature can at times be confusing, as sometimes the diversity centers on a narrow definition, and other times on a broad definition (Janssens & Steyaert, 2003). Jackson et al. (1995) describe surface and deep-level diversity as two different theoretical perspectives that focus on team heterogeneity, defined as the degree to which team members are diverse in regard to individualities (Tyran & Gibson, 2008).

Surface level diversity represents the biological characteristics that are different among group members, reflected by the physical features that are easy to identify including age, gender, race, or ethnicity (Martinez et al., 2017). It is important to note that researchers often use words like race and ethnicity interchangeably when describing demographic diversity with little focus on their actual connotation (Edwards et al., 2001). Race and ethnicity are complex terms to define, and the inherent concerns can affect all areas of society in addition to every field of research as people are biologically classified into the racial and ethnic categories of ‘groups’ and ‘types’ (Salem Press, 2014). Many scholars believe race is a social construct (Diangelo, 2018) that differentiates major associations of people specific to their ancestry and recognizable combination of physical characteristics, such as skin color, hair, and facial features, and is commonly used to discern a culture connected by blood, common descent, or heredity (Edwards et al., 2001). In virtually every situation that is considered reputable, normal, or neutral in society, it is difficult to have a natural sense of belonging racially if you are not a member of the majority (Diangelo, 2018). While people have little choice of the racial group they are associated with, individuals may or may not identify with their race which is different than ethnicity (Salem Press, 2014).

Ethnicity concentrates on the distinction among people based on culture and demeanor in addition to physical characteristics and biology, as well as depicting groups of

people with differentiating culture, ancestry, experience, history, behaviors, and beliefs (Edwards et al., 2001). Therefore, ethnicity is comprised not only of the physical characteristics of race, but it is also a shared identity based on the notion of common attributes that are of psychological, cultural, social, and political in nature (Salem Press, 2014). Given it is the broader construct and connotes identification with a group, I employ the concept ethnicity through this project, rather than race. Generally, individuals choose which ethnic group they will associate and identify with regardless of their distinguishing physical features; however, it is important to acknowledge that in a boardroom, ethnic minorities devote considerable energy to perfect their ability to conform to majority culture and the boardroom standards in order to blend in with the other members. As the cultural, political, and societal views of corporate board memberships evolves, there is an increased amount of interest concerning demographic surface-level diversity of corporate directors.

Numerous and extensive empirical studies have been used to support arguments about the concerns of surface-level diversity, and several researchers have theorized inverse associations among diversity and team functioning or performance outcomes using original proposals of self-categorization and social identity theories (e.g., Hillman et al., 2002). Individuals develop their identity from the social categories they find familiar (Justesen, 2000). People are more likely to identify with groups that share similar surface-level demographic characteristics (Janssens, 2003). Hillman et al. (2002) proposes the similarity-attraction model that suggests people prefer to be with people who are similar to themselves. As a result, both social categorization and similarity-attraction theories lead to the indication that people will create less social attachment with individuals they observe to be dissimilar (Hillman et al., 2002).

Beyond surface-level demographic categories of ethnicity, gender, and age (Werbel et al., 2003), other researchers highlight the importance of deep level diversity in terms of

human capital, which include skills, knowledge, and abilities (Ployhart et al., 2014). Additionally, people bring with them their specific expertise and personality in addition to their ethnicity and gender (Jackson et al., 1995). These characteristics are considered deep level diversity because psychological characteristics such as values, cognitive abilities, knowledge, and skills take time to manifest, and team members need clues from their interaction with each other before they are aware of them (Hillman et al., 2002). Cognitively, diverse teams are exceptional regarding the fundamentals of innovation when compared to homogeneous groups because they can create new knowledge and apply it to produce new ideas (Martinez et al., 2017). Yet, regarding attraction to the group, the argument pertaining to deep-level diversity is comparable to surface level diversity because individuals enjoy interacting with people who have similar psychological characteristics since the collaboration reinforces their own beliefs and conduct, which sparks their creativity (Hillman et al., 2002).

Further, it should be noted that a concern with a broad definition of diversity is that it may indicate that all differences among individuals are the same, and the concept of diversity may become unimportant (Janssens & Steyaert, 2003). Scholars favoring a narrower meaning believe diversity studies should be restricted to specific cultural classifications such as ethnicity and gender since these are not implied in the same manner as diversity based on cognitive orientations, abilities, or organizational functions (Cross et al., 1994). Differences due to gender or firm function have differential effects and should be distinguished (Janssens & Steyaert, 2003). Complicating matters, surface level diversity, in terms of demographic differences, often corresponds with fundamental variations in deep level diversity because women and minorities bring diverse cognitive orientations, networks, abilities, and skills to the board.

Disproportionate Representation of Women and Minorities on Boards

In addition to theoretical advances in understanding diversity, over the previous few decades, the expansion of diversity in firms has progressed, so it is crucial to understand the evolution of the characteristics displayed by organizations. Before the 1960s, organizations mirrored the monolithic model as white males consisted of the majority. There was minimal integration, and very few women and minority men held management positions. The feminist and civil rights movements during the 1960s and 1970s, initiated changes to workforce demographics and firms began to morph into plural organizations (Cox, 1991). Plural organizations are structural organizations that are more reflective of a working environment where the members are men and women from a range of cultural backgrounds. Organizations in the late 1980s and 1990s emphasized an affirmative action approach to managing diversity by implementing hiring and promotion policies that afforded favored treatment to women and minority-culture groups (Cox, 1991). This helped to safeguard firms from equal opportunity issues such as discrimination and sexual harassment. However, there were a number of working class white males who argued that these policies applied ethnicity and gender as determinants for personnel decisions, which was discriminatory towards their group (Cox, 1991).

A suggested solution is to develop a multicultural organization that displays similar elements as the plural organization, but the multicultural company values diversity and addresses the cultural aspects of integration by including diversity in key committees, implementing diversity training, and including diversity in the firm's mission statement (Cox, 1991). Multicultural companies have a competitive advantage because they attract and retain better talent and derive superior quality human resources dividends. These firms are better suited to serve diverse customers in a global market (Mazur, 2010).

The need for such an approach is more salient today due to the shifting composition of the workforce. By the year 2000, American organizations became progressively diverse with 85% of new entrants into the workforce consisting of women and nonwhite males (predominantly Black, Asian, and Hispanic Americans) (Cox et al., 1991; Ragins & Gonzalez, 2003). Over the past 25 years, the percentage of women in the U.S. labor force has progressively increased. Today, 50.04% of the workforce are women and 49.96% men); women are on par with men in today's workforce (Catalyst, 2020). This is partially attributed to women earning more than one-half of all bachelor's and master's degrees (57.3% and 60.1%) and almost half of all doctoral and law degrees (53.5% and 47.3%) respectively in 2020 (Catalyst, 2020). For the US, the projection is that the minority workforce will increase to an estimated 25% by 2050 (Simons & Rowland, 2011). Leaders must tackle the complicated truth that the cultural makeup of the workforce has radically changed and is expected to follow this trend with the growth of global organizations (Groves & Feyerherm, 2011).

As organizations have changed demographically, firms are starting to notice substantial changes to the selection pool of prospective candidates for high-ranking officer positions (Cox Jr. & Blake, 1991). Many are hopeful that the diversification of the workforce may influence the structure of organizations' board of directors and, eventually, corporate governance (Abdullah & Valentine, 2009). The number of women on boards has surged over the last three years and, as women are becoming more educated, more states are considering gender quota regulations. Investors are also applying more pressure to have diverse boards. Spain enforces the *Unified Good Governance Code* for organizations with zero to low representation of women and they endorse positive discrimination for female boardroom selections since women were previously discriminated against (Campbell & Mínguez-Vera, 2007). California also passed a law (SB 826) that mandates publicly traded companies with

headquarters in the state to have a minimum of one female board director. By 2021, if a firm has five directors, they must have at least two women; and if there are more than six directors, there must be at least three women (Green et al., 2019). California has also recently enacted SB 979, which is a law that requires companies, foreign and domestic, headquartered in California to increase diversity for underrepresented groups, including ethnicity and the LGBTQ community, through a phased-in approach by 2023 (Volkov, 2020).

Two prominent publications (2020 Board Diversity Census of Women and Minorities on Fortune 500 Boards, 2019 Corporate Board Practices in the Russell 3000 and S&P 500) show minorities and women are making strides in the boardroom. In 1960, there were no African American directors on Fortune 500 or Russell 3000 boards. The numbers increased on Fortune 500 boards to over 150 (by 1995), to 486 (by 2018), and to 510 (by 2020). On the other hand, the Russell 3000 statistics show very little change from the previous three years, with only 5% of new directors from 2016 - 2018 being African American. The representation of females on Fortune 500 boards has increased from 15.7% in 2010, to 22.5% in 2018, and in 2020 to 26.5%. The total percentage of women and minorities was 38.3% in 2020. Females represented 19% on Russell 3000 boards in 2019, which recently increased to 23.7% in 2020 (5050 Women on Boards, 2020). The issue of underrepresentation of women and minorities on boards is still relevant today even with the recent push to add diversity to boards.

Impact of Having Diverse Boards

Although research on the impact of firm diversity has amplified significantly in recent years, investigations forecasting the effect of diversity in organizations is challenged by conflicting results (Richard et al., 2013). At least one meta-analysis exploring the impact of team diversity indicates that many studies report an insignificant relationship among diversity in terms of gender, ethnicity, age, and team performance (Joshi & Roh, 2009). The debates continue with arguments for and against diversity enhancing innovation and creativity due to

differences in gender, ethnicity, knowledge, and experience, which are still unexplained both theoretically and empirically (Andresen, 2007). Much of the preliminary research on the relationship between diversity and organizational performance has concentrated on the effect of demographic diversity and concluded that too much or too little demographic diversity could hurt an organization (Østergaard et al., 2011). Others have argued that the organization will have a competitive advantage when they combine diverse skills (Østergaard et al., 2011). An ample amount of literature centers on diversity within an organization having performance advantages over homogenous work structures because gender and ethnic-diverse firms have a broad base of talent and the creativity thrives on diversity (Mazur, 2010). However, the opposing side argues different backgrounds and opposite genders have contradictory attitudes and values, which makes it difficult to agree on specific issues and stifles creativity. Work disadvantages created for women and minorities are based upon the negative dynamic (Cox et al., 1991). New evidence proposes that a moderate dose of diversity is more favorable than a larger amount. This perspective is consistent with the too-much-of-a-good-thing example in management science that provides convincing evidence that even the most necessary qualities have a dim side if taken to the extreme (Chamorro-Premuzic, 2017).

With reference specifically to corporate boards, there is debate regarding gender and ethnic diversity of corporate boards because some believe that boards should become more diverse because it is the right thing to do, while others think it enhances shareholder value (Carter et al., 2010). The connection between diversity, the accomplishments of the board, and a successful firm translate to making a difference to shareholders (Wang & Clift, 2009). Many studies do suggest that both racial and gender diversity in the boardroom have a positive impact on the organization's performance (e.g., Carter et al., 2003; Miller & Triana, 2009). For example, Goldman Sachs documented that companies with one diverse (non-white

or female) board member experienced a 44% increase in their average share price within a year of going public; whereas, organizations with no diverse board members only received a 13% growth in share price (Elsesser, 2020). Likewise, Hunt et al. (2014) analyzed data from a group of 366 companies, utilizing the firm's earnings, before interest and tax, as the primary outcome variable. They exposed a meaningful connection between board diversity and financial performance. Organizations in the highest quartile for gender diversity were 15% more likely to have financial revenues over the national industry median, whereas firms in the top quartile for ethnicity were 35% more likely to have fiscal earnings above this median (Hunt et al., 2014). However, other research shows a negative relationship between the percentage of women on boards and the organization's performance (Shrader et al., 1997). Still, other scholars noted no direct link between gender diversity and firm performance (Miller & Triana, 2009). There are countless debates concerning how organizational performance has been measured regarding the use of objective or subjective methods. Objective measures are more tangible, but often restricted to financial statistics; subjective measures include perceptual factors but could be deficient in reproducibility or concreteness (Allen et al., 2007).

The literature indicates a need to develop a deeper understanding of how diverse board composition may improve boards and, in turn, influence firm outcomes. Directors have legal accountability to manage organizations for the betterment of the shareholders (Campbell & Mínguez-Vera, 2007). The five significant capabilities of the board of directors that a large body of theory addresses in one fashion or another are: (1) monitoring, (2) observing and controlling executives, (3) providing information and advice to leaders, (4) monitoring compliance with appropriate laws and regulations, and (5) connecting the organization to the external environment (Mallin, 2004). In addition to these capabilities, resource provision is also a key function of boards and consists of research, securing

resources, or communicating with external parties (Tasheva & Hillman, 2019). It is likely that these functions are influenced not by demography, but by what women and minorities bring with them to the board room. Two theoretical frameworks speak to how diverse board composition may enable board functions, and in turn influence firm outcomes. These two frameworks pertain to social capital and human capital.

Social Capital Benefits on Diverse Corporate Boards

Three American sociologists (Ronald Burt, James Coleman, and Robert Putnam) have made significant contributions to the modern development of social capital theory, and each offers a slightly different definition of social capital (Kim & Cannella, 2008). Burt (1992) describes social capital as the advantage created by relationships with others, while Coleman (1990) defines it as being created when dealings among people alter in ways that facilitate action. Putnam (1993) argues it is the properties of a group that features social organization like trust and networks that advance the success of society by promoting harmonized efforts (Kim & Cannella, 2008). Here, I utilize the definition developed by Lin (2001) to integrate both Burt (1992) and Putnam's (1993) conceptualization: an investment in social relationships with anticipated goodwill returns. This investment is equivalent to board members ties with one another and those outside the board (Stevenson & Radin, 2009); therefore, the concept of social capital is comprised of both relations and potential resources arising from these associations (Kim & Cannella, 2008). Social links such as fondness, trust, commitment, and respect, in addition to effects from social dealings, such as influence and information, enhance the individual board director's ties and their connection with others (Kim & Cannella, 2008).

A social capital viewpoint focusing on network ties is pertinent to comprehend the social dynamic in the boardroom (Stevenson & Radin, 2009). Social capital is incorporated in board composition. The internal and external interpersonal connections of individuals and

organizations are significant to the board because, separately, they draw upon various network linkages and provide different resources, which affect firm performance (Kim & Cannella, 2008). The external connection known as ‘bridging’ builds their external network so the individual and firm can supplement their social capital and attain advantages in the form of better access to information and power as their direct and indirect contacts within the social network aides their actions (Adler & Kwon, 2002). In contrast, the internal ties within the firm are described as ‘bonding’, given the connection among individuals within the organization as it contributes to cohesiveness and facilitates the pursuit of firm goals (Adler & Kwon, 2002).

Another framework for understanding social capital of board members separates their connections into one of the three categories: directors’ ties to other organizations, personal associations with firm managers, or social standing (Johnson et al., 2013). External social capital should be valuable for director’s connection with external groups or firms, given their social capital is likely to yield swift access to helpful information, diverse notions, and influential political resources (Kor & Sundaramurthy, 2009). Experience on particular boards provides outside directors the opportunity to recognize one another’s skills, behaviors, and temperaments that enables functionality and decision-making as they focus more on strategic growth and governance concerns (Kor & Sundaramurthy, 2009).

The next category is the personal connection with managers, which can be external or internal to the firm. This form of social capital can affect the motivations of directors, group dynamics, and open communication (Johnson et al., 2013). Outside personal connections affect a firm as the direct external diverse ties provide fresher and possibly more valuable information (Kim & Cannella, 2008). Networks within the organization facilitate the social negotiation of command that leads to power and permits the board to function. Directors use their connections to achieve more influence, and directors with many ties usually have

significant power in the firm's network since they have a stronger influence (Stevenson & Radin, 2009) as reflected in their social standing. Directors' prestige, reputation, status can be an informational indication to the external stakeholders about the firm (Johnson et al., 2013).

Overview of Research Evidence

Empirical studies concentrating on board diversity and the impact on social capital are growing. The evidence provided has been vague, likely because researchers often only have indirect access to the board's social capital (Ooi et al., 2017). Many studies focus on workforce diversity compared to diversity within boards of directors (Werbel et al., 2003), while very few center on the board of director's individual social capital contributions and how they influence a firm's performance (Ooi et al., 2017).

For example, although they did not specifically examine the social capital contributions of women and minorities, Niu and Chen (2017) investigated how director's social capital affects the directors' behavior, corporate governance, the quality of board performance, and the potential normative implications of directors' social networks. They conducted case studies on two publically-traded companies in Hong Kong and found that the network structure of a corporate board may affect the performance of the board. Consequently, the quality of the board's performance is enhanced when social network closure within the board is high and non-redundant contacts exist beyond the board. They concluded it is not easy to incorporate social network analysis into corporate governance code, but their findings can help further exploration of the effectiveness of different board structures and provide insight into the selection of directors.

Kim and Cannella Jr. (2008) evaluated the role of social capital in new director selection, board composition, and board effectiveness and concluded that external social capital is essential for young firms, recommending that such firms should seek directors who have outside network contacts. Ooi and Hooy (2017) found that board diversity in social and

human capital does not significantly improve firm performance, but it is beneficial for the mitigation of negative impacts when a crisis influences firm performance. However, they operationalize board diversity by examining board diversity in human capital (different education and work experience) and social capital (different external network ties). They did not examine gender or ethnicity. Lee et al. (2016) examined how the internal and external social capital of the board of directors affect an organization's performance and found that having external social capital was positively related to firm growth; however, they measured social capital based on a network density formula for inside directors' connections in a Korean society, and therefore we do not know what unique contributions diverse members add to the board.

The social networks of women and minorities are usually more diverse than white males because they must maintain an extensive range of contacts that are valuable and they produce non-redundant information that can be critical to an organization's success (Miller & Triana, 2009). The current research examined gender and ethnic diversity and the effect on innovation (research and development expenses), firm reputation (scores obtained from the 2004 Fortune Corporate Reputation Survey), and firm performance (operationalized as accounting-based return on investment and return on sales). The current study did not detail the exact skills or abilities the board members contributed to influence the firm reputation and performance. When organizations have diverse social network connections, they can innovate and engage in interactions that contribute to the quality of decisions (Rodan & Galunic, 2004). The extended outside networks provide quick access to timely information, diverse ideas, and access to critical and political resources that influence the firm's performance (Kor & Sundaramurthy, 2009). Tasheva and Hillman (2019) describe these benefits in terms of personal range, which they argue signifies the actual and potential resources rooted in an individual's network or connections to other individuals or firms. They suggest that women

and minorities have unique social capital to contribute as the diverse external ties can provide a board with a broad scope of viewpoints and strategic alternatives that facilitates strategic actions, such as acquisitions and alliances. They suggest that women and minority board members with unique network ties are more valuable to the firm than the majority with redundant connections, as they are natural bridges and can be considered cultural insiders. Consequently, if multiple directors have the same network contacts, the redundancy could lower the efficiency of accessing unique information.

Yet, as very little research has been conducted in this area, it is critical to extend further empirical research into the scope of social capital that each board member contributes to better understand their unique contributions to the firm.

Critical Assessment and Gaps

A significant amount of research insinuates an urgent need to access boards directly instead of focusing on data that is readily available (e.g., Terjesen et al., 2009). Research that concentrates on board composition has exposed demographics and social capital attributes of directors as influential for firm performance, but the need to expand on this research has been noted (Johnson et al., 2013). Johnson et al. (2013) suggests we have a sense that board composition, in terms of demographic composition and social capital, are related to firm outcomes but we lack precision in understanding how. Thus, the central gap in the literature is the lack of investigation conducted on individual directors' social capital and the impact these combined resources have on the board capabilities and firm's outcome. Researchers note the need for future research to examine how social capital of directors from different demographic groups produces different performance results (Kor & Sundatamurthy, 2009). Documenting these unique contributions is likely to motivate greater representation of women and minority members on boards, which is not only important for reasons of equality, but also its benefits to improving a firm's performance.

Human Capital Contributions in Diverse Boards

In another domain of the literature, human capital theory focuses on the experience, education, and skills that workers bring to their organizations (Stevenson & Radin, 2009). Employees with significant levels of capabilities and resources are more likely to deliver high-quality services, and research indicates that women are qualified just as men are in terms of education level, but are not as likely to have experience as business professionals (Kor & Sundaramurthy, 2009). Women are evaluated as having stellar soft skills, defined as personal characteristics that allow positive collaborations with others and are necessary to exercise a particular kind of influence over others and accomplish the desired goal (Korn Ferry, 2016). Women are seen as more dependable, empathetic, better mentors, communicators, motivators, team players (Peterson et al., 2007), are more meticulous, and considered to possess more wisdom than their male board members (Torchia et al., 2011). Women have unique values, so their knowledge and expertise on gender issues could influence boardroom decisions (Torchia et al., 2011). African American men and women have unique human capital skills developed from their life experiences that influence their decision-making and they are more likely to hold advanced degrees (Terjesen et al., 2009), which indicates success and evidence of their ability to exceed higher expectations (Hillman et al., 2002).

Johnson et al. (2013) explain that human capital could include knowledge of a business, the familiarity with a firm, expertise as a CEO, or organizational tenure, all of which influence board decisions. In particular, directors' prior professional experience enhances system knowledge and develops a repertoire of skills that help to explain and predict their strategic choices (Kor & Sundaramurthy, 2009). Industry experience affects how the directors process data and could determine which directors have more influence over the board (Johnson et al., 2013). Experience in the industry also delivers implied knowledge of

technology, threats, opportunities, competitive conditions, and specific industry regulations (Kor & Sundaramurthy, 2009). Over the course of their careers, as directors put in more time on boards, they establish particular firm expertise (Johnson et al., 2013).

Overview of Research Evidence

In terms of minority and female human capital on boards more specifically, a board member must have the relevant human capital to strategically perform their board duties and contribute to the success of the firm. Human capital theory predicts that by having different and unique human capital, diversity will influence the board's performance; to date, results indicate both positive and negative relationships from a financial standpoint (Carter et al., 2010), indicating further study is warranted.

Carter et al., (2010) suggested African American and women directors adopt diverse roles on the board compared to Caucasian male directors, and these roles could be associated with their unique human capital. However, although Carter et al. (2010) invoked human capital explanations, they did not measure human capital directly. Rather, they investigated the connection between the number of women and ethnic minority directors on the board, board committees, and the organization's financial performance. They did not find a statistically meaningful correlation between gender or ethnic diversity of the board and financial performance, but suggest that their relatively coarse-grain measure of composition (counts of woman and minorities) is a limitation of the study, and that the impact of gender and ethnic diversity may be different under other circumstances.

For women and minority board members, education is an indicator of the valuable knowledge, individual achievements, expertise, and ability that can be contributed to the board; ultimately, the firm benefits from the valuable skills linked to education (Hillman et al., 2002). Minority directors are more likely to have doctoral degrees compared to white males (Peterson et al., 2007). In 2020, women received more than half of all master's degrees

(60.1%) and over half of all doctoral degrees (53.5%) in the U.S., which could explain the increase in board seats (Catalyst, 2020; Perry, 2018). With greater educational level, women and minorities offer a new perspective on intricate issues that can assist with informational biases in problem-solving and strategy formulation (Terjesen et al., 2015). Women inquire more often (Bilimoria & Wheeler, 2000), debate concerns (Ingley & Van der Walt, 2005), exhibit participative leadership and collaboration skills (Eagly & Johnson, 1990), and hold the organization to a higher ethical standard (Terjesen et al., 2015).

Further, though women and minorities are outsiders in many business environments, their specialized expertise in banking, law, government, and community leadership often results in different board roles compared to Caucasian men (Peterson et al., 2007). For example, when a board wants to increase their diversity, they generally make an outside director selection from a group of influential community leaders or academics (Peterson et al., 2007) and place them on board committees that accentuate their human capital. Once minorities and women have board experience, they become salient, as other boards look for directors. As a result, their recycle rate, defined as the frequency with which individuals serve on more than one board, increases (Deloitte, 2021).

Tasheva and Hillman (2019) suggest women and minorities have a unique human capital to contribute by providing an extensive variety of knowledge and information based on their experience from various realms such as other firms, occupation, industry, education, life experiences, and function that can lead to greater opportunity as they draw on their different capabilities to offer guidance and counsel to top management. Women and minorities bridge boundaries across cultural divides and may better understand other people's perspective, constraints, and vocabulary if they have cultural-specific knowledge (Jang, 2017). They also have increased levels of combined complexity with the skill to welcome

various perspectives and blend them into a comprehensible whole, which allows members to identify and incorporate relevant data and views across different cultures in innovative ways.

Critical Assessment and Gaps

Scholars have theorized that human capital of individual board members forms their capacity to govern corporate strategy and offer counsel to the management team. Theory advancement in this capacity fails to specify diverse types of director human capital nor does it explain how this human capital influences outcomes in boards (Kor & Sundaramurthy, 2009). Previous studies have provided understandings into board roles and activities focusing on board governance, but three fundamental capabilities that are essential to govern successfully remain understudied (Klärner et al., 2018). Further, although research highlights potential contributions women and minorities might bring to teams generally, we do not yet know if these same skills are important for corporate boards. For example, Jang (2017) examined the role of multicultural individuals in culturally diverse teams and revealed how the cultural background of a multicultural member interacts with the cultural composition of the team to shape outcomes and team dynamics. However, this research was not conducted with corporate boards and hence we do not know the extent to which the ‘bridging skills’ identified among multiculturals are more prevalent among women and minority board members nor do we know if these skills might influence the specific capabilities of boards, such as monitoring or resource provision.

My study expands on Jang’s (2017) research which presented a model of cultural brokerage in multicultural teams that shed light on the process through which members of multicultural teams leverage and synthesize their diverse knowledge for innovative results. My examination utilized interviews and boardroom observations to examine the actual interaction of the members to extend theory in the areas of diversity and board effectiveness by connecting unique human and social capital contributions of women and minorities to

increase the capabilities and effectiveness of the board. Research regarding human capital of the board has revealed that we can measure directors' expertise and knowledge in addition to their social capital (Haynes & Hillman, 2010), but it is crucial to collect data on the directors' individual skills and how they enter into the board's discussions and deliberations to enable board effectiveness; this element is lacking in current research (Klarner et al., 2018).

Empirical research has not produced sufficient scientific evidence exposing a gap regarding why and how directors' contributions may vary based on their knowledge, skills, experience, and other relevant credentials (Kor & Sundaramurthy, 2009).

Summary

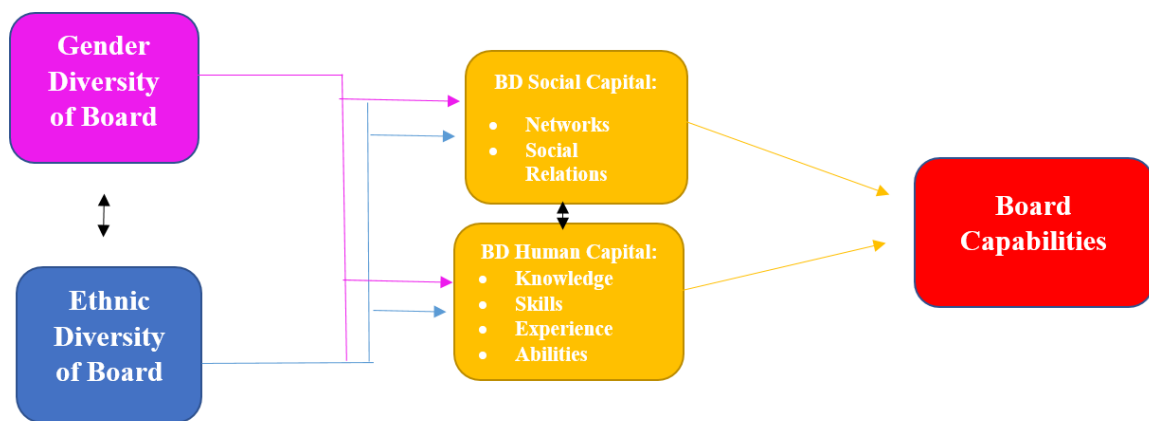
The importance of social and human capital has been linked to higher quality service to the board (Becker, 1993; Burt, 1992; Coleman, 1998; Nahapiet & Ghoshal, 1998). A director's connections to other firms and boards, as well as their experiences and skills, are a foundation of valuable insights and resources to the organization (Rose & Bielby, 2010). Each director contributes a unique social and human capital resource that influences the firm's performance (Hillman et al., 2002). Few studies have empirically examined personal range (Tasheva & Hillman, 2019) of directors, and how the attributes of social capital, human capital, and demographics within an individual affect the diversity of the board and the combined effect they have on board capabilities and firm performance (Certo, 2003; Hillman, 2005; Hillman & Dalziel, 2003; Westphal & Frederickson, 2001; Westphal & Milton, 2000).

My study extends beyond the conceptual work of Tasheva and Hillman (2019) which identified the importance of an individual's personal range, but did not reveal the actual processes of interaction among women and minorities. I expand their work to discover the nature of their human capital and social capital contributions, and how they improve board capabilities. Although the value of having diverse human and social capital has been exhibited in teams, it is broadly defined and has not been presented empirically in board

research. While the value of diversity in the boardroom has been connected to financial outcomes, we lack the understanding of how this occurs. We know women and minorities board members bring value, and my research seeks to explore how this is accomplished. Figure 1 demonstrates the anticipated relationship of diverse board members and how their predicted social and human capital contributes to the board capabilities.

Figure 1

Framework of Board Diversity, Director Capabilities, and the Contribution to Board Capabilities



CHAPTER 3: RESEARCH DESIGN AND METHODS

Overview

The purpose of this section is to present the research methodology for this qualitative study exploring how the human and social capital of diverse board members contribute to board capabilities. This approach will enhance the knowledge of how, and to what extent, diverse board members contribute to organizational outcomes and the impact of their social and human capital. I present the research strategy, methodology, study participants, protocols, and analysis methods.

Research Design and Approach

This study utilized an empirical mono methodological approach to explore an area of the literature which is nascent: how women and minorities contribute human and social capital to diverse boards of directors. It is difficult to access board members, resulting in these individuals remaining an understudied sample. As a multiple case comparison study, the unit of analysis was six boards consisting of two U.S. public, one for-profit, and three non-profit boards. Each board was a separate case. The level of analysis was the board.

There were four areas of concentration: composition, human and social capital contributions of board members, processes observed, and outcomes. Demographics were measured in terms of gender (the percentage of females on the board compared to men) and ethnicity (the percentage of African-American or non-Caucasian members on the board). Social capital was explored through interviews and observations of the internal and external connections of board members, while human capital was explored through interviews and observations of knowledge, skills, abilities, and other experience of the board members. Board capabilities were examined in terms of the functions of the board mentioned above: (1) monitoring, (2) observing and controlling executives, (3) providing information and advice to leaders, (4) monitoring compliance with appropriate laws and regulations, (5) connecting the

organization to the external environment, and (6) resource provision. The outcomes were probed using interviews and archival data from 2019 and 2020, such as company awards and financial statements, to determine if the board and organization were high performing.

Study Population and Sampling

The target was to observe at least six boards and interview at least three members per board. Accordingly, I completed observations for six boards and interviewed three board members per each non-profit and for-profit board and two members for each public board. These included both male and female, white and non-white members on the boards.

Initially, I utilized my internal professional network and personal connections of family and friends to solicit individuals who currently sat on boards. All of the initiations were in the form of a phone call. Once board members verbally agreed to participate, a follow-up email was sent with the details of the project, agreed-upon date, time, location, and the required informed consent form (Appendix C), which was attached to gain access for the interviews and boardroom observations. The members could return the signed form by email or have a copy ready before the interview or boardroom observation.

Next, I attended the 2019 National Conversation on Board Diversity conference to gain access to other board members and boardrooms. Representatives from Russell 3000 organizations were in attendance, networking with other individuals. At this event, four board members confirmed they would participate and provide an interview. The sample for future interviews and boardroom observations was built on purposive and referral-based sampling with other board members from the four confirmed interviews at this event (Singleton & Straints, 2019), resulting in 40 board members being interviewed. Of these, 60% were from the public, 32.5% were from non-profit, and 7.5% were from for-profit boards. A total of 60% were female, and 55% were non-white (minority members). Respondents referenced their own self-identified gender and ethnicity in the context of interviews and observations,

and pronouns and categories utilized throughout the remainder of this document coincide with the self-identification.

Equal attempts were made to observe public, for-profit, and non-profit boards. A total of 13 meetings were observed, with five public board forums, six non-profit board meetings, and two sessions for the private board.

Data Collection Methods and Instruments

The current study was conducted in three phases. In the first phase, semi-structured interviews were employed to determine each board director's human and social capital contributions and analyze how they influence the board (see Appendix D for interview protocol). I spent 37 hours and 56 minutes performing interviews with all 40 board members. Out of 40 interviews, 16 of the members were affiliated with one of the six boardroom observations. I spent a total of 14 hours and 33 minutes with these specific members.

Initially, most of the interviews were conducted face to face in a private location, so the audio recording was clear. However, after the world was impacted by COVID-19, interviews were conducted either by phone or Zoom. All members agreed to allow me to audio record the discussions to ensure their conversations were accurate during the analysis phase. All board members responded to all questions asked. All audio-recorded interviews were uploaded and transcribed by Rev.com, resulting in 727 pages of transcripts, which included 299 pages for the 16 members on the observed boards. Consequently, the discussions concentrated on five key areas: (1) director's background (diversity), (2) connections and networks (social capital), (3) skills, abilities, and knowledge (human capital), (4) outcomes, and (5) experience on boards (contributions to firm outcomes).







During interview sessions, I asked identical questions to determine if any connections could be made with the data. Examples of some of the questions asked in all interviews consisted of: "What is your background?", "What specific reason were you brought in to sit

on this board?”, “What specific external ties or connections have served as a resource to you as a board member?”, “How has this benefitted the board and or organization?”, “What responsibilities, skills, abilities, and experiences do you feel you contribute as a board member?”, “Do any of these contributions stem from being a woman or minority?”, “In your experience, what are some challenges faced by underrepresented groups on the board (gender and or ethnic)?”, “In what ways does the board’s composition help or hinder the organization’s effectiveness?”, “Describe your understanding of diversity and why is it important to the board?”, and “How has your background prepared you to work with a diverse group?” Each interview lasted between 30 to 90 minutes.

In the second phase, I conducted participant observations of boardroom meetings to gather data specific to the board members. Observations are an important and highly significant method in qualitative research used to discover intricate exchanges in natural settings (Marshall & Rossman, 2016). These meetings were initially scheduled to be held in the conference rooms at the organizations. However, due to the COVID-19 pandemic, companies were forced to be flexible and alter their natural settings to implement strict safety protocols that required all board members to work from home to adhere to the COVID-19 safety requirements for both federal and state regulations. After COVID-19, I had difficulty finding a board that was willing to allow participants to observe their boardroom meetings based on sensitive topics being discussed during the volatile and uncertain times for all organizations. Fortunately, organizations had to become flexible by hosting virtual Zoom sessions as it was dire for their boards to meet to help their organizations get through and survive during these troubled times. I spent a total of 28 hours and 40 minutes as a participant-observer performing observations of the member’s interactions during these meetings (Table 1).

Table 1

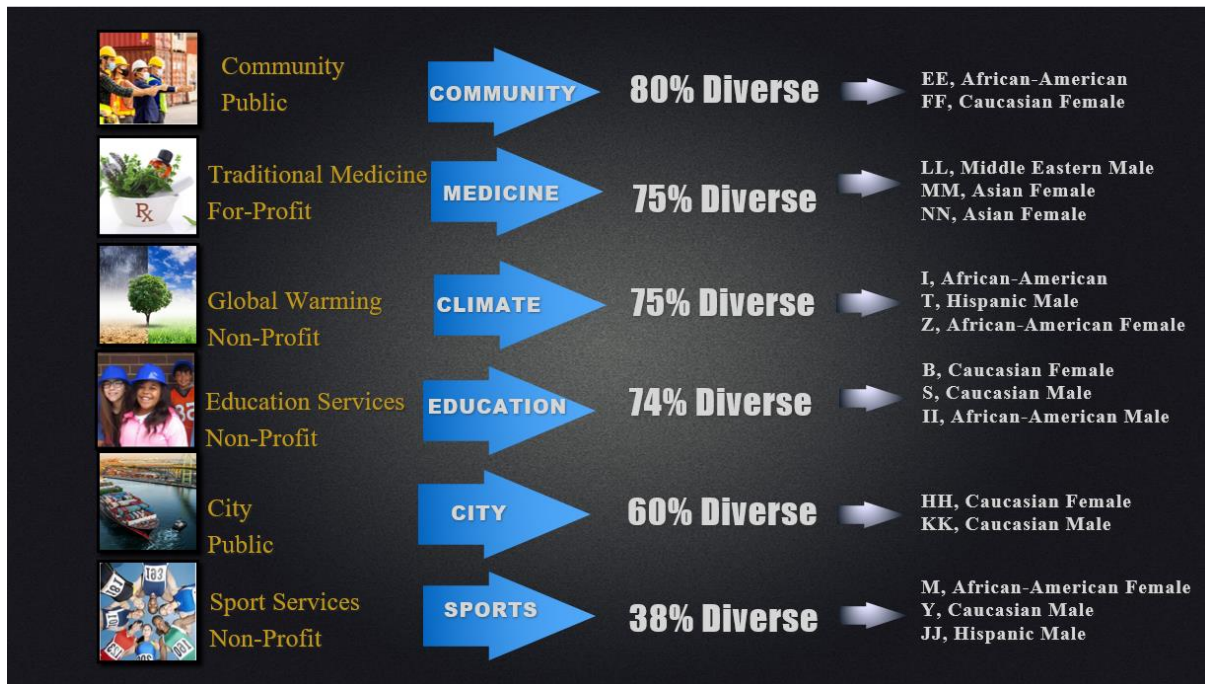
Board Interview and Observation Details

Board ID	Type	Description of Firm	Total Number of Board Members	# of Females	# of Minorities	% of Diverse Members	# of Interviews	Transcript Pages	Duration of Recorded Interviews	Hours of Observation
Community 	Public	Public organization that provides innovative goods movement, safety, environmental stewardship and sustainability in their role in the nation's economy and transportation network in North America.	5	3	1	80%	2	149	1 Hr. 47 Min	6 Hrs. 53 Min
Traditional Medicine 	For-Profit	A for-profit organization to cultivate brilliant healers, teachers and leaders in Oriental medicine who create the future of health care through partnerships.	8	3	3	75%	3	166	3 Hrs. 57 Min	5 Hrs. 49 Min
Global Warming 	Non-Profit	A non-profit organization that grows and promotes the sport in the U.S.	12	6	3	75%	3	118	2 Hrs. 16 Min	5 Hrs. 12 Min
Education Services 	Non-Profit	A non-profit organization who believes every student should have equal access to education, experiences and career opportunities that will help them reach their full potential. Their programs help the youth to gain experience, unlock doors, and build the confidence they need to succeed in school, career and life.	19	9	5	74%	3	89	1 Hr. 43 Min	4 Hrs. 17 Min
City 	Public	Public organization that provides superior infrastructure and promotes efficient operations that maintain their role in the nation's economy and transportation network as North America's preferred gateway.	5	3	2	60%	2	108	1 Hr. 34 Min	1 Hr. 55 Min
Sport Services 	Non-Profit	A non-profit organization that builds collaborations to champion equitable climate solutions by connecting communities, organizations and policymakers to address global problems with local action.	13	4	2	38%	3	122	3 Hrs. 16 Min	4 Hrs. 34 Min
TOTAL							16	752	14 Hrs. 33 Min	28 Hrs. 40 Min

An additional 453 transcription pages were completed for 13 observations, resulting in a total of 752 transcript pages for the six boards observed and the 16 board member interviews. For the remainder of this thesis, I focus the analysis on the six boards I observed, for which I also interviewed members of those boards. Figure 2 illustrates this information.

Figure 2

Board Type, Percentage of Diversity, and Members Interviewed



During participant observations, I observed how board members interacted with each other as well as with other individuals who participated during their meeting. I utilized the observation protocol to note the composition of the board, member contributions, and processes on the board. The procedure highlighted areas such as gender and ethnic diversity, the size of the board, the number of times each board member spoke, and if they made a unique contribution. The processes observed centered on the effectiveness of the corporate board regarding critical issues, strategy, and risk.

I utilized Bales' (1970) interaction process analysis categories to code the positive socio-emotional, active task, passive task, negative socio-emotional, and interpretation (atmosphere, patterns of interaction). Refer to Appendix E for the observation protocol. Since the public boardroom meetings were open to the public, I watched the visual recording multiple times to capture any significant interactions that could have initially been missed. In the next phase of analysis, I assessed the transcriptions of the boardroom observations and

compared these to all field notes to further document Bales' (1970) categories. I reviewed the notes and additional codes were used to specify the board members' behavior, exchanges, and contributions. The interaction of the company representatives that attended the boardroom meeting, which included the company CEO, Directors, or chairs of specific committees, was also documented because their participation and information often provided updates on the overall status of the organization.

The last phase of examination consisted of reviewing archival data to document any consistency or discrepancy with the interview responses or boardroom observations that confirmed earlier conclusions (Miles et al., 2020). The data was specific to the organization's performance for each firm and were collected from the company websites, annual reports, letters sent to the organization, and company awards. Documents that were provided during the boardroom observation and the company's website were reviewed to note any awards presented to the organization. I reviewed these items in a holistic manner through interpretation (Miles et al., 2020). As all data were analyzed, summaries were created for each board as a case.

CHAPTER 4: DATA ANALYSIS AND FINDINGS

Overview

After I uploaded the audio recordings to Rev.com, completed transcriptions were printed and reviewed for accuracy. A few minor edits were made to the transcripts for moments the audio may have been unclear. I performed data analysis simultaneous with data collection to alternate between current theory and new and possibly better insights (Miles et al., 2020) during the coding process. Coding is labels that designate symbolic meaning to the descriptive or presumed information collected during the research (Miles et al., 2020). A constant comparative method of analysis (Marshall & Rossman, 2016) was used to analyze, reassess, and compare new data continually. To better understand the qualitative reasoning of the actions in the boardroom, both when they occur and their effects, I explored the processes and the link to human and social capital and board capabilities. Process thinking involves considering the phenomena dynamically regarding movement, change, events, activity, and temporal evolution (Langley, 2007). Therefore, the board members' sequence of interaction in the boardroom was documented to identify patterns, similarities, and differences within and across boards.

NVivo 12 Pro was used to support the analysis and coding process. The system allowed me to methodically connect and organize multiple data sources and attach the anecdotal concerns that often stem from qualitative research (Symon & Cassell, 2012). NVivo was utilized as a support software to house the transcription files and coding as I completed the coding process. Coding was managed manually to strengthen the credibility by creating a sequence of evidence (Symon & Cassell, 2012). Three phases of coding were completed: open, axial, and selective coding.

The coding scheme summarized the open, axial, and selective coding. The name of the code, the number of board member files associated with the code, and the number of

references noted from the transcriptions were recorded. I then transferred the data to Excel tables, including columns for Codes, Category, and Association, which showed the first-order codes extracted from NVivo; Description for each association; and the last column displayed the Number of Quotes connected to each code. The first-order codes, second-order codes, and themes were arranged in an overall data structure (Appendix F).

Data Analysis Methods

Open Coding

Open coding initially summarizes segments of information (Miles et al., 2020). It is the process of identifying and naming the data as each line, sentence, and paragraph of the transcript is read in search of what is meant or what is being referenced (Marshall & Rossman, 2016). Board members affiliated with a board were coded simultaneously, and I used a constant comparative method to analyze the data. Initially, coding followed the five predetermined categories that organized the interview protocol: Background, Connections and Networks, Skills, Abilities and Talents, Outcomes, and Experience on boards. This form of topic coding represented information into a subject-based arrangement and is used to understand the rich, intricate data collected and produces an organized record of all the themes that are considered revealing in the data (Symon & Cassell, 2012). These fixed classifications assisted in maintaining consistency during the semi-structured interview.

Next, I read each line of the transcripts several times from each board member to arrive at in-vivo code, representing groups of data categorized and allocated a code (Marshall & Rossman, 2016). Thematic field notes were then added to epitomize the critical ideas of why the specific code was selected. Finally, the new codes were hand-written on the transcripts next to similar wording, and memos were documented on the transcript. This process resulted in 154 first-order codes (Appendix G).

Axial Coding

Axial coding is applied to exact spoken words or short expressions from the participants, and new codes were constructed and added to the database, which is one of the most recognized qualitative coding methods (Miles et al., 2020). During the second round of coding, it was imperative to search for essential and new themes during the raw data analysis. I reviewed all pages of the transcripts to gain a general sense of the information and reflect on the overall meaning of the data. The documented words or phrases repeated by board members indicated recognized patterns (Miles et al., 2020).

During this process, there were moments when adjustments were made to the codes after re-reading the line or paragraph and a new revelation occurred. For example, as codes such as corporate sponsorship and token emerged, they were added to the codebook. I identified relationships among the first-order codes as connections were established, then they were transformed to a second-order code. This method reduced the number of categories and grouped all pertinent first-order codes into a more meaningful unit of analysis (Miles et al., 2020). For example, first order codes such as industry connections, board connections, and community connections were categorized as a second-order code titled valuable connections. This guided me to include new areas of focus for future interviews to reveal how the human and social capital of the diverse board member contributes to board capabilities. I performed the analysis continuously for over five months. During that time, there was constant communication with the dissertation committee regarding the codes that emerged. This process helped me determine if the existing codes captured the spoken words or if different codes should be created.

The 154 first-order codes were reduced to 18 second-order codes: (1) professional background, (2) expert knowledge, (3) cognitive attributes, (4) board access, (5) valuable connections, (6) emotional contributions, (7) patterns of interaction, (8) systemic racism, (9)

gender bias, (10) impervious, (11) deliberate approach, (12) board activity, (13) board capabilities, (14) board legitimacy, (15) social and reputational outcomes, (16) financial outcomes, (17) internal motivation, and (18) external motivation.

Professional background captured work history and training. One member described their professional experience during their interview session and explained how she is a therapist and utilizes the communication skills during boardroom meetings:

I became a licensed Marriage and Family Therapist that was part of my training at [School F] in the psychology department. And so, for about 35 years, I had a private practice in counseling. But I also used my skills as a lecturer at [School I] and at [School F], and at several area non-profits.
(BM FF, Caucasian Female, Community Board)

Expert knowledge depicted the board member's experience, trade, profession, or skill that classified them as a specialist or expert. For example, a member described her unique executive skills and how they benefited the board when they tackled diversity, equity, and inclusion:

Two is my experience at the executive-level.... So, that's my latest contribution using my own skills and leadership with diversity inclusion, and equity, and justice, that's in the space that I use a lot of my leadership skills and capacities. My executive-level experience helps to put things under that lens, and I think that board also benefited from my own values. That is different from the dominant culture here.
(BM MM, Asian American Female, Traditional Medicine Board)

Cognitive attributes illustrated the mental ability that a member exhibited to think, recognize, process, react, comprehend information, problem-solve to make decisions, and utilize the judgment to construct suitable responses. For example, a member discussed the importance of having different viewpoints on the board because blended boards are more robust and effective:

So, I think it helps tremendously to have different points of view because there are unconscious biases in everybody.... And if you have that blend, then collectively, you're stronger, and collectively, you're more effective, as long as there's open and respectful communication going on. The fact is people's behavior changes when the group is diverse. And you see this if it's just a bunch of women that they'll behave in a certain way, but you start introducing men to the group, then there's a different

interaction that starts occurring.... (BM LL, Middle Eastern, Traditional Medicine Board)

Board access recognized how the members gained knowledge about board seats or became connected with the board. Within the past few years, some members were explicitly selected to add diversity and satisfy either a regulatory or social movement focus. While other members were linked to the board by a current member depicting the codes referral, corporate sponsorship, or the member had been recycled because they were known for serving on numerous boards. For example, most of the members mentioned they knew someone that was already on the board, so they were referred to their seat,

Okay, All three, I would say their executive directors or the staff reached out to ask if I was interested in serving on their board. With the exception of probably...Nope. Yeah. All of them came through their executive director. I just happened to know people that were on their board. That obviously was helpful in terms of people giving their input into my nomination.

(BM I, African American Female, Global Warming Board)

The valuable connections code captured groups, associations, external ties, or relationships that have served as a resource to the member. Members accessed their social capital to aid the board in various ways, including ties from the community, industry, overseas, political, religious, and university. A member discussed how their diverse network filled a gap because the board lacked African American connections:

Typically, I bring a diverse array of networks to any board. For instance, if I am African American and have a strong base of African American contacts, I can certainly bring that to the board where it is lacking.

(BM II, African American Male, Education Services Board)

Emotional Contributions represented the board member's reaction to other members or events that occurred during or outside the boardroom. One member described her passion for the community, feminism, and diversity:

I think the other two have always been appreciative of my left-wing. My passion about the community, and diversity, and feminism, and whatever else you want to call it. So, it is just my passion for the community, and I think it is probably the best place to find people from underserved, underrepresented, communities to move toward an interest in elected office. (BM FF, Caucasian Female, Community Board)

Patterns of Interaction portrayed the action and mannerisms of the members during the boardroom meeting and how they interacted with each other. I often witnessed these contributions during the boardroom observation, and at times they were described during interviews. One member explained how he was the trusted diverse voice in the boardroom: “And often times their reality is not the reality for people like me, so I think that’s a lot of the value that I bring to the board” (BM EE, African American Male, Community Board).

Systemic Racism is a code that emerged as it captured the institutional discrimination that maintains racial inequality in every aspect of life. One member discussed one of the challenges for minorities was their lack of access to boards:

I think the challenges could be a few things. I mean, if you are talking about...Access is one. Access to whether it's education or resources to understand how to take that next step in life or how to get help with something. I think access...too many things is a limiting factor. (BM KK, Caucasian Male, City Board)

Gender Bias captured the tendency to prefer one gender over another regardless of whether the bias is implicit or unconscious. One member described an experience on a board and the code gender-based bigotry illustrated when a male member received credit for something she initially introduced:

I did find myself in political meetings where a man would say something and be quoted, and I'd say something, and nobody would comment on it? And it was like, "Well, wait a second. 10 minutes later, you picked up what I just said and adopted it as your own". (BM HH, Caucasian Female, City Board)

Impervious represented how minorities develop an unbothered manner over time due to (systemic racism) tragic and challenging life experiences. They described the ability to establish thick skin and adopt defense mechanisms to protect themselves emotionally from other people’s hostile actions, manners, or words and have the ability to persevere. These members are resilient and learn how to adapt to situations quickly. A board member told a story and the code resilient described her state when she had no money, was homeless, and learned how to survive during one of the most challenging times in her life. This contributed

to her having thick skin in the boardroom, which enhanced her ability to be a positive person during meetings:

There is not much that is going to ruffle my feathers. For the most part, if I am at the table, there is going to be a positive air about the conversation. And even when it does go south, usually, I am the one that can bring it back to a positive.
(BM I, African American Female, Global Warming Board)

Deliberate Approach is evoked when a member purposely or consciously altered their opinion, action, behavior, or comment. Board members discussed ways they interjected during or outside of meetings as a strategy to address a challenge. A board member mentioned how they demonstrate the code speak up to address issues as they developed in the boardroom: “They have this false sense of what reality is for them and what reality is for me. And I don't have a problem voicing that” (BM EE, African American Male, Community Board).

Board practices captured situations that board members could do to enhance their outcomes for the board. The members attended activities depicting the social events code where they attempted to fit in socially with other board members. They utilized these events to build connections that could help when they needed support and wanted a specific initiative passed. Many members also started on small or non-profit boards illustrating the precursor code resulting in increased diversity on boards. The board member below discussed his experience with social events:

When we get together, [there is] mutual respect... I think there is a genuine interest in having conversations and certainly not always about board stuff, but the planners for those board meetings do a good job of trying to find some opportunities for us to visit with each other and not just talk shop. And [in] that way it has given me a way to get to know specific people and who they are rather than their good ideas when we're discussing important topics, if that makes sense.
(BM JJ, Caucasian Male, Sport Services Board)

Board capabilities addressed the monitoring and resource provisions of the board. The monitoring functions included the seven capabilities mentioned earlier: (1) monitoring, (2) observing and controlling executives, (3) providing information and advice to leaders, and (4)

monitoring compliance with regulations. The resource provisions included: (1) connecting/communicating with external parties, (2) securing resources, and (3) performing research. During an observation, one board member discussed the CEO evaluation process and what should be included demonstrating the observing and controlling executives' code:

Board members discussed the evaluation process and determined that the committee chair would request a self-evaluation from the executive director, to include accomplishments and future goals for the organization.
(BM ZZ, Caucasian Female, Global Warming Board)

Board Legitimacy emerged as board members discussed how boards are not effective if they are not deemed legitimate. For this study, legitimacy is defined as a generalized awareness or belief that the actions of the board are beneficial, appropriate, or relevant within some socially constructed system of confidence and importance (Semadeni & Krause, 2020). One member discussed how their board was ineffective, depicting the code of undefined roles among the board and the executives:

...my experience is boards probably function at the same level of ineffectiveness as the organization for which they are a part of. And I think boards overall are always questioning them in their real role, and in working with them as a consultant, one of the major challenges was, what is the role of the board, and what's the role of the executive? And it was always very confusing, and as I sit on the board, I witness this...[and] I think [it] makes the board not effective, and I think it doesn't perform some of the governance base, for example, succession planning.
(BM M, African American Female, Sport Services Board)

Social and reputational outcomes captured boardroom results stemming from the composition of the board and the contribution or lack thereof from the members that impact the organizational outcomes. One board member described how the decision-making code resulted in an increased number for enrollment because their board included a previous board member during a critical time when they needed a trusted diverse voice after the BLM social movement:

And it is interesting because we have also gotten new students because they see that issues of equity and justice matter at [School 1]. In our recent interviews and even in our open house, they're like, "Yeah. We have seen your letters. We have seen the fact that you are providing mentorship. You are supporting Black non-profits that help the

Black community, and that's why I am coming there." So, it is interesting. That is not something that we really even thought about. So, that's great because of course enrollment is so important for institutions.

(BM NN, Asian American Female, Traditional Medicine Board)

Financial Outcomes captured the profitability or non-profitability of an organization either monetarily, through market share, production, and/or if they were financially sound or struggling. Many companies during COVID-19 relied heavily on their board to make crucial decisions to ensure the company survived during uncertain times. A board member described how the organization was financially sound even during COVID-19, which she credited to good decision-making early on from the board members:

The long and short of that is cash position is very strong despite COVID-19, and I think some of the implications it has had for other organizations [are not here]. For at least the remainder of this year, the organization looks very healthy. And I think that's incredible news. (BM L, Caucasian Female, Education Services Board)

Internal motivation for diversity captured internal reasons members thought that diversity was essential to the board. One board member explains having an ethnically diverse member on the board changes the conversation:

So, if you have a Black person in the room, it is going to change the conversation, the interaction. And I think that's going to be a positive way to broaden the perspective to include a point of view that is different from the one that you normally think about. But when the board members are diverse, and the rules of the game are everybody has an opportunity to talk, everybody has an opportunity to voice an opinion, everybody has a say. (BM LL, Middle Eastern, Traditional Medicine Board)

External motivation captured three codes for external reasons diversity was important to the board, including social-class diversity, regulatory-focused, and social movement-focused. For example, regulatory-focused captured instances where board members mentioned new regulations regarding board composition. Shifting demographics, increased buying power, and investor pressure have made the racial composition of corporate boards a public and regulatory issue (Broome & Krawiec, 2008). For example, the recent mandate in California (SB 826 and SB 979) requires diversity on public boards. Public companies must adhere to these regulations, or they will be subjected to fines and penalties. This added regulatory focus

and pressure has forced public companies to consciously select a diverse member for their boards. Yet, there was evidence in the interviews that many organizations still do not fully grasp how and to what extent the diverse member can contribute to the outcome of an organization. One member described how his appointment satisfied the regulatory requirement:

There has always been a person of color on the Board. I think I came to fill the need for a person of color. So, I think I checked off a couple of boxes for the mayor. He needed a person of color, he needed someone that had great relationships with the labor groups that they deal with, and when I was a city council person both of those were two of my biggest supporters. So, I kind of check those boxes for him.
(BM EE, African American Male, Community Board)

Another code that emerged captured any instance in which board members mentioned a social movement-focused event. In recent years, social movements can be attributed to the social change that has been witnessed, while organizations are the target of the social movement activity resulting in pressures to change their strategies and routines (Davis et al., 2008). Pivotal change for gender equality happened in 2017 during the #MeToo movement, and during the middle of a global pandemic in 2020 there were significant efforts towards racial consciousness throughout the BLM social movement. One member discussed how their board recruited a previous African American board member to return to the board as she was instrumental during the BLM social movement:

She served on the board for a decade, and we actually want to bring her back. ...but especially on this topic anti-Black racism and really what we need to do to meet this challenge. And so that has been invaluable, really fantastic. And so, if she had not been on the board... I really would not have had these amazing resources to rise up to the challenge and lead the school during this really difficult time.... That is why it is important to have a diverse board...
(BM NN, Asian American Female, Traditional Medicine Board)

Selective Coding

Selective coding was conducted in a final stage to classify core categories (Chandran, 2015) by grouping the codes into themes or concepts (Miles et al., 2020) through the comparative process to determine where the codes and categories are related to one another

and if there are any explanations regarding the interaction of board members (Marshall & Rossman, 2016). I combed through the interview and observation transcripts by using a thematic approach to frame the second-order codes. Field notes were also compared to the codes that were created during this process. I created nine themes that emerged from specific quotes and codes: (1) motivation for diversity, (2) human capital, (3) social capital, (4) interactions, (5) challenges faced by under-represented groups, (6) member strategies, (7) board strategies, (8) board effectiveness, and (9) firm effectiveness.

Motivation for diversity consisted of the internal motivation and external motivation and described the organization's decision to diversify the board members. Human capital captured the second-order codes of professional background, expert knowledge, and cognitive attributes that each board member contributed to enhance the organization's capabilities. The members formed cognitive ideas based on their experiences that contributed to various opinions and perspectives that helped frame decisions and enhanced the processing of information which impacted the board's effectiveness (Tasheva & Hillman, 2019). The Social Capital theme represented the member's board access, how they were connected to their board, and the member's valuable connections that were used to gain access to data, fundraising, or relations to outside resources that benefitted the board. The Interactions theme captured the emotional contributions of the members and their patterns of interaction that contributed to the board's decision-making process. The challenges faced by under-represented groups theme detailed the systemic racism and gender bias the diverse members experienced, which directly impacted their success or even access to boards. The member strategies theme described how some minorities are impervious and have a unique skill to not allow negativity to directly impact their performance. Diverse members have mastered a deliberate approach to combat challenges to ensure they persevere in the boardroom. The board strategies theme focused on board practices that members utilized to fit in and

capitalize on the opportunity to articulate their ideas during social events to gain support for their initiatives in the boardroom. These connections could also prove fruitful as members are referred to boards to increase diversity. The board effectiveness theme documented the board member's actions with specific tasks that impacted the board's capabilities. Board legitimacy is a code that emerged as members discussed the significance of the relationship among the board members and the executives. Firm effectiveness focused on the board's social and reputational outcomes, which described how the board functioned overall and if the board and organization were considered high or low performing based on the member's unique contributions. The financial outcome was also included to describe if the company was profitable or experiencing financial concerns.

Preliminary Analysis

Reliability and Validity

Positivists typically examine the trustworthiness of qualitative research because their concepts of reliability and validity cannot be discussed in a similar aspect in real work. Traditionally, apprehensions with the trustworthiness of qualitative research drew from the experimental and natural sciences for direction, while the reliability of the study was judged on the dependability of the instrument and whether it generates consistent, comparable results in the qualitative research (Marshall & Rossman, 2016). In accordance with this, I used detailed protocols to conduct semi-structured interviews and participant observations to ensure consistency, reliability, and dependability. The protocols were a significant way to increase the trustworthiness of the case study as they guided with a specific set of questions and parameters for each board (Yin, 2018).

Another method used to ensure reliability was creating a qualitative codebook. A codebook is a set of codes, descriptions, and examples and is necessary to analyze qualitative research as it delivers a formalized operationalization of the codes (DeCuir-Gunby et al.,

2011). The codebook displayed the open, axial, and selective coding, description, and an example from the interview associated with the coding. I continued to refer back to the codebook to add new codes as patterns and themes were identified to ensure the same coding was used throughout the study. Additionally, to increase the reliability, I was the primary coder on all data to provide the consistency of the qualitative analysis.

I also initiated an assessment of data trustworthiness in the form of inter-rater reliability. I recruited two expert coders (doctoral candidates) to obtain their reactions to the second-round coding, descriptions, and analytic memos to ensure the codes were interpreted correctly (Marshall & Rossman, 2016). A spreadsheet was sent to each individual via email with instructions detailing the process to read the illustrative quotes, then to assign a code from the code list. They were also asked to comment on the clarity, comprehensiveness of the coding, and the code labels. There were no discrepancies between the coding completed by these experts compared to what was finalized by me, and each person provided positive feedback on the coding scheme.

Establishing qualitative validity entails confirming the accuracy of the findings by engaging in specific procedures to provide evidence of accuracy from the viewpoint of the researcher, the participant, or the readers of an account (Creswell & Creswell, 2018). I incorporated multiple validity strategies to ensure the findings from the study were accurate. Triangulation of various data sources allowed a comprehensible justification for the themes that were identified. In addition, the process of utilizing semi-structured interviews of both the board members, along with participant observations and reviewing available corporate documents, adds credibility and validity to the study.

Once the conclusions were documented with the final significant themes, I engaged in member checking by conducting post-interviews and collecting comments from the board members that were previously interviewed. A summary of the conclusions was created in a

PowerPoint to share with 25% of participants. However, due to high demand, it was shown to 38% of the board members. I scheduled a total of five Zoom sessions based on the availability of the board members. If I used a specific quote from a member, an email invitation was sent so they could attend and offer feedback. Sufficient time was allocated for open discussion, so the participants could reflect and share their reactions to the interpretations. These sessions confirmed my initial interpretations of the underlying meaning of responses and interactions and allowed me to further develop the case studies presented below. I also received positive feedback regarding the emergent model and theory developed, which was then used to enrich the theorizing in subsequent iterations.

Rich and thick descriptions thoroughly described the results, setting, and perspective of the themes, which increased the richness and added to the transferability and validity of the results (Creswell & Creswell, 2018). The first interpretation session was conducted with an African American male from one of the public boards. He expressed the findings were spot on, but expressed caution should be utilized by women and minorities during their interactions until they have attained a top board seat. The second session was conducted with a Caucasian female from one of the non-profit boards who felt the findings were accurate and she requested access to one of the tools that was created. The third session was conducted with both the board chair and CEO of the for-profit board. Again, the findings resonated with them and they requested accessed to the tool created. The fourth session was conducted with an African American woman from a non-profit board and she was also in agreement with the interpretations. The last session was conducted with a Caucasian Female of one of the public boards. She was impressed with the results and appreciated the detail of the study. In summary, utilizing these processes ensured the findings are credible, transferable, confirmable, and trustworthy.

Cross-Case Analysis

As the last step in the analysis process, a case study was assembled for each board, while I noted similarities and differences across the cases. For example, a significant difference between the public boards and the other boards is that among the public boards, diversity was included in their strategic plan specific to attracting and retaining a diverse, high-performing workforce. This differed from the other boards, where there was no mention of diversity in their strategic plan. The cross-case comparisons were essential in developing the most salient findings and determining the implications for theory, research, and practice.

Results

I present case summaries for six boards, describing composition, motivation for diversity, human and social capital, interactions, board effectiveness, and firm effectiveness for each. Then, I conduct cross-case comparison and integration to derive critical findings.

Community (Public Board)

The Community board oversees the staff of [Company 81] and set policy for [Company 35], which is considered the second largest and busiest harbor in the Maritime industry in the United States. The organization rapidly moves goods, provides elite service on the West Coast, and is considered groundbreaking with innovations, safety, environmental stewardship, and sustainability. They are one of the very few locations around the world that can accommodate the more recent mega vessels. It is classified as the world's most modern, efficient, and sustainable harbor as it is positioning itself for a green future and is pleased with the strong relationships it preserves along with its exceptional customer service. An overview of this board can be seen in Table 2.

Table 2

Overview of Community Board (Public)

Description	Represents the second largest entity in the Maritime Industry in the United States and is classified as the nation’s second busiest gateway that is considered ground-breaking with innovation, safety, environmental stewardship, and sustainability.
Composition	5 members; 3 women/2 men; 1 minority member; Ranked 1st on diversity in the sample (most diverse at 80%)
Motivation for Diversity	Primary internally motivation , especially for ethnic diversity; other factors are diverse perspective and social-class diversity, but they have minimal influence on the selection; also indicated some external motivation that is regulatory-focused
Human Capital	Strongest Sources: Professional Background: Board experience, diverse experience, diverse background, tele-communication, therapist, realtor, attorney, higher education Expert Knowledge: Equity, functional expertise, global business, law, procurement, union, upbringing as a woman, upbringing as a minority Cognitive Attribute: Assertive, different viewpoint, formal education, leadership viewpoint, situational understanding
Social Capital	Most significant connections: Valuable Network: Board, community, diverse, global, industry, overseas, previous career, religious, stakeholder, and political connections Board Access: Recycle and Referral
Interactions	Most Significant Interactions: Emotional Contributions: Appreciative, compassionate, concern, complimentary, credible, empathy, genuine, humor, integrity, mindful, passionate, sensitive, supportive, and thoughtful Patterns of Interaction: Active participation, civic engagement, code-switching, contributes technical information, contributes topic-related information, diverse contribution, doer, facilitator, honest conversation, inclusion, inquisitive, listening, open-minded, perspective-taking, trusted diverse voice, team-player
Board Effectiveness	Highly Effective (Most Effective): Primary capabilities are connecting the organization to the external environment, observing and controlling executives, provide information and advice, monitoring compliance with regulations, strategic planning, secure resources, succession planning, perform research, and mutual respect. This board successfully deals with budgets in excess of a billion dollars. They were innovative forward-thinking members who were engaged and actively participated. The board and organization were heavily focused on the community and controlling the air quality by striving for zero-emissions by 2030 for all cargo handling equipment and 2035 for all trucks with aggressive goals. They challenged the staff for the betterment of the organization as all had a vested interest in the success of the entity. This group had high respect for one another and trusted diverse opinions. They had honest conversations, but were professional and had the ability to adapt and strategically plan during COVID to ensure they maintained efficiency. The board capitalized on the diverse members input during the uncertain times and the members aligned with the strategic plan which includes a goal that was specific to attract, develop and retaining a diverse high-performing workforce. Limitations: There were no notable limitations with this board. Board Style: Engaging; Legitimacy: Mutual Respect & Trust
Organizational Effectiveness	Highly Effective (Most Effective) Social and Reputational Outcomes: Strengths were CEO-Board aligned, customer satisfaction, efficient, decision-making, incremental change, innovation, and firm recognition. The Government Finance Officers Association of the United States and Canada (GFOA) presented a Certificate of Achievement for Excellence in Financial Reporting for a inclusive annual financial report for the 2019 fiscal year. The organization was honored with the AQMD Clean Air Award under the category of Clean Air Education and Outreach in 2020. Financial Outcomes: Financially sound, funding opportunity, organic growth, funding opportunity and profitable. The entity received a Fitch Rating of AA reflecting the company’s stable market position with resilient earnings from long-term contractual guarantees that were adequate to cover both the unresolved senior debt obligations and the subordinate TIFIA loan when issued. This organization continued to set cargo volume records during the unstable market. The current assets exceeded the current liabilities by \$533 million. Weaknesses: There were no notable weaknesses as the firm was efficient and flourished during uncertain times due to good decision making and collaboration with the board

Overview

The Community Board is a public board that is classified as the highest performing board among the boards observed, and they had an engaging board style. There were a total of five board members who were appointed by the Mayor of Long Beach, and they could serve up to two six-year terms. The gender makeup at the time of observation comprised of three women, which included the chair and two men. Historically, this board had filled one of its seats with a member of color since the early '90s. The ethnic composition consisted of four Caucasian members (three females) and one minority (African American male). This board was the most diverse (80%) compared to the other five boards observed and satisfied all diversity regulations. The members contributed to all eight board capabilities in addition to having the most recorded codes from the interview and observations under human capital, social capital, and interactions among the board members. There was a high sense of trust and respect among the members, so the diverse members were able to have honest communications during the boardroom meetings, resulting in a positive influence on the board and firm effectiveness. The members contributed a diverse viewpoint and the women were confident and assertive, and when there was a concern they spoke up to address the issue immediately. These members also challenged the management team to do better, which contributed to a positive outcome. These members have a vested interest in the community as they were all connected through various local organizations that strengthened the trust. The firm was breaking cargo volume records, was financially sound, and remained profitable during the COVID-19 crisis.

Motivation for Diversity

There were two codes that shaped the internal motivation for diversity on the board: ethnic diversity and diverse perspective. One member was sensitive to minorities, so the code 'ethnic diversity' illustrated her view: "I am definitely, obviously, thinking about ethnic

diversity and being representative of the ethnically diverse community in Southern California” (BM FF, Caucasian Female, Community Board). The minority member on the board described the internal motivation as the perspective of the constituents:

Well, I think diversity, in its pure sense, is being able to get the perspective and ideas of whatever your constituency is. Even if I am an ethnic organization and I am only servicing my ethnic group, I still need to understand diversity and realize that for me to move an agenda in my group, I still have to reach out to other people. And I think diversity takes all of that into account, and not trying to run over folks with your stuff but be inclusive and be collaborative in building a structure that's going to be beneficial to the most people. (BM EE, African American Male, Community Board)

This board was also motivated by an external factor to add diversity to their board, albeit a little less so, and was characterized by the codes regulatory-focused, economic-focused, and social movement-focused. Since this is a California public company, it must adhere to the SB 826 and SB 927 state laws and meet the minimum requirement for women and minorities on their board. One member mentioned:

So I think I checked off a couple of boxes for the mayor. He needed a person of color, he needed someone that had great relationships with the labor groups that they deal with, which is mainly Teamsters, and [Company 9], and when I was a city council person both of those were two of my biggest supporters. (BM EE, African American Male, Community Board)

This board satisfied the state’s regulatory requirements as it was the most diverse board with women and a minority. Another board member mentioned the significance of representation from all wealth classes: “But it's also economic diversity, the various levels of peoples’ wealth or lack of wealth and poverty. Income inequality is such a huge issue, and so, that is very much part of diversity as I see it” (BM FF, Caucasian Female, Community Board).

Although public boards traditionally steered clear of social movement-focused events, most of them, including this board, are now influenced by these movements in today’s current environment. Boardroom decisions are affected by members who are sympathetic to the events and more organizations are taking a stance, so their investors and stakeholders are clear on their position to avoid disruptions that impact the shareholders. Additionally,

investors are applying pressure on boards to include diversity, equity, and inclusion updates to ensure employees are comfortable. In the past, these conversations did not typically occur but as consumer pressure increases, public boards are having to address and reflect on the makeup of their boards to ensure they are reflective of the people they serve.

Human Capital

The personal range in human capital suggests broader abilities, knowledge, and skills in addition to greater consciousness of differences across domains (Tasheva & Hillman, 2019). All members on this board extended high personal range in human capital as most of the members had worked in some capacity in more than one industry and had a higher education degree. The board members' array of professional backgrounds included: telecommunications, therapist, realtor, attorney, and the higher education system. One member offered a unique communication style during meetings, so the code, therapist, illustrated the profession that armed her with this exceptional ability:

I became a licensed Marriage and Family Therapist that was part of my training at [School F] in the psychology department. And so, for about 35 years, I had a private practice in counseling. But I also used my skills as a lecturer at [School I] and at [School F], and at several area non-profits.
(BM FF, Caucasian Female, Community Board)

Coupled with being a therapist, the diverse background code described the members' unique circumstances in Mexico, where she learned not only the culture but the language as well. She eventually was a member of the Long Beach City Council where she represented a heavily populated Hispanic council district, and they accepted her as an insider, which was beneficial to the board because she was sensitive and inclusive of minorities and women:

So, what I did not tell you was that I lived in Mexico for a year, I did teaching in Mexico, [and] I am fully bilingual. You know, really culturally very comfortable and hopefully people with me also. So, I remember asking around all my friends whom I worked with, "What do you think? Is it appropriate for me as a white woman to run for this scene?" And so 99 percent of the people in my circle, which was very diverse, said, Absolutely. You of all people have had vast involvement in communities of color. You have lived it, you live it, you breathe it, you speak it, et cetera, et cetera.
(BM FF, Caucasian Female, Community Board)

The African American male specialized in civic engagement, and the diverse experience code demonstrated his contributions that were critical to the board based on their constituents' engagement:

Yeah, so my degree is in political science with an emphasis on civic engagement, and when you look at it, you know the last few years civic engagement has been a hot topic, or everybody's involved, and so that is what EPIC is. It is a civic engagement organization. We prepare people all across the city to get involved in their communities, and speak their truth and give their perspective.
(BM EE, African American Male, Community Board)

Each member brought unique skills to the board, so the code expert knowledge illustrated the abilities the members relied on to aid them in the boardroom. One member highlighted their expertise reflecting the code procurement process:

...I came there with the perspective of understanding a little bit about process. But the biggest thing that I wanted to kind of really focus on and maybe champion, and if there was going to be a legacy for me, is the procurement process, because [Company 35] is technically a public entity and there are plenty of, [Company 35] gives out close to a billion dollars in procurement, so I really want to focus on making sure that particularly minorities, people of color, women, small businesses, minority owned businesses, can get involved in the procurement process in some form or fashion.
(BM EE, African American Male, Community Board)

Another member described her history with helping marginalized communities that contributed to her expertise with equity, which enhanced her sensitivity to diverse groups and decision-making on the board:

In the community organizations, we fought for district elections for city council and for school board, so it is a fight for fair representation. In the late 70s or early 80s, I worked with the school district on disaggregating Long Beach schools. We fought for district elections. And district elections would definitely allow for more fair representation of each area, and certainly bring in more people...or at least give people of color an opportunity. And as I told you, I represented this majority Latino district. (BM FF, Caucasian Female, Community Board)

Members revealed many aspects of the meaningful code cognitive attributes. One member described the impact that a role model had on her life, and the code assertive emerged when she described how she utilized this confident but not aggressive skill in the boardroom to address gender concerns:

Obviously, things have improved, and they are getting better, but there would always be times when I would see a group of men huddling about something or other, and I always just march right in and insert myself. I have always done that. I had a great role model in my mom.... She demonstrated in her work over the years how to be assertive as opposed to aggressive, how to be assertive and have meaningful relationships and never be excluded because you are a woman.

(BM FF, Caucasian Female, Community Board)

She grasped the challenges that some members and staff had during uncertain times, demonstrating a code that emerged, situational understanding: “We understand. Just functioning during these times, virtually, is a challenge. So, commissioners do you have any comments” (BM FF, Caucasian Female, Community Board). Another member contributed a diverse perspective that benefited the board during decision-making as he was able to highlight views that could have been overlooked:

So my perspective, I think that is the kind of perspective I bring because traditionally, particularly this board I am on now, [Company 35], has been run by the dominant culture, right? By white males. When you look at diverse board members, oftentimes they are going to have a different perspective than, like I say the dominant culture, so bringing those experiences to the board, I think that is the uniqueness that a board member will have, is their own personal experience.

(BM EE, African American Male, Community Board)

Social Capital

The members of this board had high personal range for social capital. Prior research has argued that having a member with a high-personal range in social capital increases the diversity of connections available to the board, providing access to unique ties (Tasheva & Hillman, 2019), but this has not yet been evidenced empirically. My analysis revealed that board members recognized the value of the relationships and connections of the minority board members. During the interviews and observations, it became apparent that the significant code of valuable connections portrayed the strength of this board because the ties were beneficial when certain initiatives needed support. These connections reinforced the board members efforts. The minority members had a diverse network including industry, community, overseas, political, and religious, which all benefited the board by securing a

new business or passing initiatives. The industry and overseas codes were significant connections as one member described how meaningful they were:

I have had the good fortune to travel with [Company 35], and so we do have a business network that is very, very, important. And again, those relationships are very meaningful. Having those personal connections with our customers, our clients, with shipping companies whose headquarters are overseas are very, very, meaningful.
(BM FF, Caucasian Female, Community Board)

Board member EE had six children, so he advised how involved he was with their organization depicting the community code because he was part of many schools in Long Beach and he could cross paths with many key people of the community that may later serve as a salient connection: "...But I have served on that board, I have served on the board of the [Company 43], the North Long Beach branch. Several PTA, you know I have six kids so I have been a part of almost every school in Long Beach" (BM EE, African American Male, Community Board).

This was a heavily regulated industry, and the member was also well connected in the government sector, illustrating the code 'political' that emerged to describe the significant network that impacted this board. One member described his political network and how he has access to top level local and government officials:

My Rolodex is pretty large, and my reach is, you know, politically ... During the Obama administration, I could get all the way to the president's office. Here in California, I could probably get all the way to the governor's office. It is very political when you look at it because it is an appointment by the mayor, ...there is this culture, this unspoken reality that the Mayor's will, and they will tell you this, you know, "We are not going to get involved in [Company 35], but there may be something that's important to us that we need your support on," and that is why they appoint you.
(BM EE, African American Male, Community Board)

When the member discussed his role as a pastor, the code 'religious' emerged as he described the Christian and Minister Network he thought were beneficial because they were a diverse connection that was unique to the board: "But I think the boards that have been the most beneficial to me, the [Company 47] Conference. Oh, I forgot, I serve on the [Company 48] Board too" (BM EE, African American Male, Community Board).

Two codes illustrated the board access of the members of this board: recycled and referral. The minority members on the board had extensive board experience depicting the code recycled as various organizations selected these members because they knew the individuals had board experience and understood board governance since they served on multiple boards:

I have been very involved in that for years, I was president for a couple of years, I am still on the board. And it is a wonderful organization... I am on the [Company 83] Board of Directors, that is the governing board.... I am on the Advisory Board of [Company 84] in Long Beach. (BM FF, Caucasian Female, Community Board)

The code 'referred' described how the member's name was mentioned and he was appointed to his board seat: "Before I got appointed to the [Company 11], I served in Long Beach on the [Company 37] as a workforce commissioner. When I was appointed to the [Company 11], I was a commissioner with the [Company 38], and I also chair the [Initiative 1] Commission for the City of Long Beach" (BM EE, African American Male, Community Board).

Interactions

The Community board demonstrated the most interactions as they were actively engaged compared to the other boards observed. I initially observed two boardroom sessions but studied an additional meeting that was held over Zoom after noticing stark differences that will be mentioned later. There were nine codes that demonstrated the emotional contributions of the members: compassionate, concern, empathy, humor, mindful, passionate, sensitive, supportive, and thoughtful. The flag salute was performed at the start of each meeting, and comments were encouraged from everyone in attendance before progressing through the agenda, which demonstrated solidarity among everyone that was present. Board Member FF was extremely knowledgeable, and the code 'passionate' illustrated her zealous behavior about the community while the code 'supportive' demonstrated her care and concern for the other board members. This resulted in strong partnerships in the community, especially during a time when it was needed most:

No commissioner Board Member OO, I appreciate your passion about this subject because I share that passion that times have changed, and we need to have a continual look at what is happening with the non-profits in our city and how we can best support people in need who have been impacted by COVID-19.
(BM FF, Caucasian Female, Community Board)

She constantly provided compliments with specific topics while her background as a psychologist contributed to her display of attentiveness by having eye contact with people when she spoke and the codes (sensitive, compassionate, empathy) described what she displayed to the staff and with specific items of discussion that made the speakers feel comfortable as they provided updates:

Thank you so much. That was very comprehensive and certainly demonstrates the skills of our staff, the skills and a commitment to address the needs during a crisis. And this has certainly been a crisis. So as one commissioner, I really want to thank everyone from the bottom of my heart [for giving] us the knowledge and the faith that as [a] port we are moving forward and addressing all of the challenges as they come along. (BM FF, Caucasian Female, Community Board)

During an observation, Board Member OO lightened the mood. The code 'humor' explained her action when someone made a mistake during their presentation to make them feel comfortable during COVID-19 and an uncertain economy: "That's okay, I've been called worse" (BM OO, Caucasian Female, Community Board). The codes, mindful and concern, overlapped with the patterns of interaction codes of honest conversation and contributes technical information, which exemplified how she carefully selected words before and during a conversation. Yet, she utilized mindful communication when she expressed her diverse perspective during one observation when she had an issue with the allocation of funds:

So, Madam Board Member FF is this, and I am trying to tread lightly here, but if this is what you want, I am fine with it. I defer to it. I think that what the subcommittee was trying to understand is, is there a way to call back all of this, which would essentially be about \$500,000 or more if you considered the extra \$208,000.
(BM OO, Caucasian Female, Community Board)

The chair appreciated her honest communication, listened to her concern, and compromised by requiring the staff to provide monthly updates to ensure the board was strategic and had the opportunity to react in a timely manner and not have a negative impact on the board or

firm. Overall, the boards' effectiveness appeared to increase when she interacted and provided information to other board members and the staff. This resulted in extended research, at times, from the staff before the board finalized a decision that severely impacted the organization.

Board Member QQ appeared to be soft-spoken and did not contribute as often as the other two women but appeared to be a team player and laughed when members added humor. She took many notes during the sessions and gave eye contact as individuals presented. When she did speak, she was mindful of her words. When she encouraged the staff, the code 'thoughtful' described her mindset when various topics were presented: "Okay. So, a good job to everybody who was able to work to be able to remove that, and I know that we had some asbestos issues and such, so I'm glad we were able to preserve that. [I] look forward to seeing where it ends up. Thank you" (BM QQ, Caucasian Female, Community Board). During the uncertain times of COVID-19 and BLM movement, the soft skills that are traditionally overlooked such as thoughtfulness, compassionate, and empathy were critical to everyone.

Eight codes characterized the patterns of interaction among the board members: facilitator, active participation, code-switching, contributes topic-related information, diverse contribution, inclusion, inquisitive, perspective-taking, and trusted diverse voice. Board Member FF was the chair. She was detailed-oriented and organized. The facilitator code depicted her role in the boardroom meetings:

I would appreciate it. Thank you. We are continuing to have virtual meetings to do our part to prevent the spread of Coronavirus. At this time, I would like to introduce my colleague, Board Member QQ, Board Member PP, Board Member OO, and Board Member EE. And once again, I want to remind everyone to mute your mics if you are not speaking because we can hear all the background noise.
(BM FF, Caucasian Female, Community Board)

Board Member FF's diverse experience contributed to her unique ability to engage in behaviors that were recognized and coded as perspective-taking; that is, she had the ability to

successfully partake in both verbal and non-verbal communication with minority members.

This was beneficial to this board as the community was extremely diverse, so this ability was amplified as she had the ability to connect with the external environment:

I lived in Mexico for a year, I did teaching in Mexico, and I am fully bilingual. You know, really culturally very comfortable and hopefully people with me also. I represented what was then the largest Latino district among the nine city council districts, and that was very much my focus. I had a focus much more on who was being ignored by the bureaucracy. I did not focus on voters. I focused more on non-voters and immigrant communities. (BM FF, Caucasian Female, Community Board)

Although it was not witnessed during the boardroom observations, the city's culture is extremely diverse, so Board Member EE's unique ability to code-switch during community interactions was beneficial and necessary when working to gain support from the community on certain initiatives:

I work, for the most, I recognize that I am in these positions because He has placed me there, so that is how I live my life. So, when I go, whatever situation, whatever room I am in. You could drop me off in the park with a bunch of Crips, or you could drop me off in the White House, and I'll navigate. (BM EE, African American Male, Community Board)

It is significant to highlight when the majority members on the board mastered the ability of perspective-taking, the minority members were included in more discussions because the majority members displayed a level of comfort among the minorities. Additionally, when minority members perfected the ability of code-switching, the majority members appear to be comfortable with the members and were apt to support their voice and initiatives. Boards that had members with these unique skills were categorized as high performing, which I will expand on later.

Board Member OO had a dominant presence during the boardroom meetings, paid close attention when everyone spoke, and took extensive notes. During the observations, she applied her professional background and skills of being detail-oriented, and she asked many questions after the staff presented their reports so the codes 'attorney' and 'inquisitive' categorized her profession and how she questioned the staff to gain knowledge not only for

herself but for the other board members and even challenged the staff at times to ensure the organization overall was providing the best service possible:

Okay. Just so I am clear, because when I read the memo, it said that we had language in the final EIR section 3.2, 0.5, 0.1, it said transmission towers would be completed outside of the nesting season. So, what you are saying is that was not in the original condition, or are you saying that that was just superfluous language and the FTIR condition? (BM OO, Caucasian Female, Community Board)

At times, the members wanted her opinion, so the codes ‘contributes topic-related information’ and ‘trusted diverse voice’ characterized how the other members valued her opinion when she spoke about various topics that were not familiar to them. They relied on her status to enhance their community connections:

Well, I would defer it and go back and have it come back to us with, these are the events, and these are the virtual events that are going to address real needs in our community. And we can still get it through non-profits. But going through this list, I do not see it. And I really do not see a need to host virtual events right now when there are people who are starving in our neighborhood.
(BM OO, Caucasian Female, Community Board)

The code ‘diverse contribution’ illustrated her continuous input and sensitivity towards the community, especially during the uncertain time of COVID-19:

...My understanding is every year we ultimately do not spend the full million. So, staff's proposal is essentially, let us just take that extra \$200,000 and use it for COVID. And my point was in the subcommittee, and I think we had support from our fellow commissioners was instead of rolling out this \$370,000 for events, let us consider the fact that when we have a food drive in North Long Beach, there is a five mile wait for people to pick up food. In my opinion, there are other needs that are pressing that the board could immediately address...
(BM OO, Caucasian Female, Community Board)

Board Member PP was a team player and chaired the meetings when Board Member FF was unavailable. He displayed his real-estate expertise during a few topics of discussion specific to land and buildings and boardroom decisions: “I wanted to err on the side of caution with our city attorney. My background is in real estate and years ago there were some properties that were involved in the downtown lobby's development...” (BM PP, Caucasian Male, Community Board). The code ‘listening’ actively described his interaction throughout all

sessions as he took notes during the meetings and provided feedback and comments during all the sessions. Board Member EE did not contribute as often during the first two observations but actively listened. When he did speak, he was mindful as he carefully selected his words. He contributed more during the last observation, which led me to believe he was a newer member during the first two observations. This may mean he was getting acclimated to the atmosphere and, by the third observation, he had successfully become an insider and a diverse trusted voice on the board.

The chairwoman's strong understanding and compassion for the community helped to influence and shape the decisions of all members. Board Member OO has attorney skills and the audacity to address the uncomfortable issues and thereby maintained maintain the integrity of the group. The community connections of Board Member EE help to attract a diverse workforce, broaden community access to opportunities, and secure future business to maintain the financial strength of the company. The synergy among the board members was positive, as everyone appeared comfortable as they actively participated, were engaged, and utilized mindful communication during their interactions.

Board Effectiveness

There are various board styles (passive, certifying, engaged, intervening, and operating) that are key to superior corporate governance that depend on the working relationships among the board and the managers, the social dynamics during boardroom interactions, integrity, and useful involvement of the directors (Nadler, 2004). Overall, the Community Board was the highest performing board compared to the other boards in the study as they dealt with budgets in excess of a billion dollars with an engaged board style. They were the most effective as they provided insight and advice as they either supported or challenged key decisions. The members acted in a manner that satisfied the code that emerged, Duty of Loyalty, as they were cognizant of the corporation and shareholders best

interest. They went beyond this and adhered to another code that surfaced, Duty of Care, as they had a vested interest in the community so they were familiar with the business, attended all meetings, and considered the issues before making decisions as a prudent person would under similar situations (Armstrong & Francis, 2008).

The board was a diverse group of members who effectively utilized their unique human and social capital to positively contribute to the success of the organization through various components of the monitoring and resource provision capabilities of the board, including the six capabilities mentioned earlier: connecting the organization to the external environment, monitoring compliance with regulations, observing and controlling executives, perform research, provide information and advice, and secure resources. Along with these six, two other abilities emerged from the monitoring capability, which included review compensation and strategic planning. Board Member EE was an asset when discussing various community topics because the other members listened to his view as the trusted diverse voice. The code ‘advocate’ emerged when he pushed for transparent communication with the community, depicting the codes ‘connecting the organization to the external environment’ and ‘securing resources’ that would strengthen their association in the future:

Yeah, Board Member FF, just one other comment. That is with our retreat and our guest speaker. Perhaps we could get some clarity into that as well as to those funding mechanisms and sources. I agree with what Board Member OO said. These are unprecedented times, and these are monies that are being allocated. I am not of the type to saying, let us create all these subsidies, but the fact is that they are being created. So, it would be important that we have the folks that we do business with know that we are receptive in giving them information if they need help.
(BM EE, African American Male, Community Board)

One of the majority board members recognized Board Member EE was going to be an asset on a committee, and the diverse connections code depicted the community network that connected the board and aligned the organization with its environment by generating new business opportunities, resulting in the organic growth code: “And as I said, Board Member EE is going to be a great asset on the committee” (BM PP, Caucasian Male, Community

Board). During one observation, I observed the bridging process as Board Member EE introduced his unique external connections to the board and he became an insider as the other board members valued the ties. The bonding process occurred as the internal connections with Board Member PP strengthened and the creditability of Board Member EE was validated and reinforced when Board Member PP mentioned he would be an asset on the community committee because of his unique connections.

What became apparent during the observations of this board is that having diverse experience also meant that the members had a diverse cognitive schema, which aided with their decision-making for various topics (Hambrick & Mason, 1984; Tasheva & Hillman, 2019). The code ‘provides information and advice’ elaborated on this and portrayed how Board Member OO delivered and exchanged the technical information that was critical to the board during the uncertain time of COVID-19:

There has been a lot of discussion about what kind of recovery we might see coming out of this issue we're dealing with in terms of COVID-19. There is the idea of the V-shaped recovery, the U-shaped recovery. I know during the committee meeting, we talked about maybe potentially [seeing] recovery by 2024. ...But we are starting to see in the latter part of the last couple of weeks a lot of reports about being more of an L-shaped recovery. ...And when they translate to less money in the pockets of our fellow Americans, and it translates into less business..., which is really the source of a lot of our income and our strength. (BM OO, Caucasian Female, Community Board)

During the third observation, as the board members interacted with the management team, the codes ‘insisted’ and ‘audacious’ emerged when Board Member OO made it clear to the other members a decision did not make sense to her, but she was a team player and would support the decision of Board Member FF. She did this despite believing there was a possibility of a missed opportunity:

And I just think this is a real missed opportunity with all due respect to the non-profits and Madam Board Member FF, that letter was for the September call. The letter saying, please do not take away what was the September call, that made sense to me, the board had already approved it, but this doesn't make sense to me. It just feels wrong. (BM OO, Caucasian Female, Community Board)

It was imperative for this group to stay relevant with technology to stay aligned with their mission, vision, and value proposition and remain in compliance with many federal laws, so the code ‘performs research’ demonstrated how one member investigated how the use of technology had shown a reduction in emission, which aligned with their strategic plan. There were many regulations they had to adhere to for compliance, and she consistently challenged the members and staff to dig deeper for the betterment of the community:

So, this brings me to the discussion about drones, and they are doing it internationally as well...but I wanted to start the discussion with my colleagues about potentially pursuing that or investigating it. And... this use of technology has shown a reduction in emissions from these oceangoing vessels that we have a really difficult time...but I would personally like to see a discussion from staff coming back to the commission on that one in particular. (BM OO, Caucasian Female, Community Board)

Board Member OO consistently asked questions to keep the staff thinking and to ensure all members had a clear understanding when a staff member presented the results from their 2018 Air Emissions Inventory, so the code ‘monitor compliance with regulations’ illustrated the compliance with reduced emission regulations which are stringent laws:

DPM are down 87%, Knox are down 56%, Sox is down 97%, and greenhouse gas emissions are down 16%. These reductions prove that the various programs implemented through our cleaner action plan are effective, and we can reduce emissions that can negatively impact the climate and local communities. The cap update set emission reduction standards for 2023: we have already surpassed the goals for DPM and Sox, and we are quite close for Knox. So, moving forward, [we] will continue to rely on, and monitor, state and federal regulations... (RR, Hispanic Female, Community Board)

During one observation, the codes ‘monitoring and controlling executives’ and ‘review compensation’ defined when members inquired about staff salaries:

Thank you. Board Member EE, I just have one quick question. You talked about the salaries being connected to what happens with negotiations with the city and representation, but that is only a portion of our staff. What about the 20% of the staff that are not represented? (BM FF, Caucasian Female, Community Board)

Another member had questions specific to the raises:

My second question is in terms of the resolution being amended to reflect that the 5% raises would be given to staff by the executive director, instead of coming back to the

board. I would like a little bit more discussion about that, in particular, the amendment to the resolution. (BM OO, Caucasian Female, Community Board)

The members were very concerned about the salaries and raises of staff during COVID-19 and the overall effect on the firm.

The board members collaborated with the staff during the code ‘strategic planning’ and the results maintained the board’s vision and commitment, which contributed to their continued success and stability as they remained \$194 million under their adopted budget:

In support of our strategic goals, action plans have been developed and implemented, identifying our objectives and approach. This will enable us to track and update and report on progress. To date, approximately 70 action plans have been developed and are being implemented across the department in support of our strategic goals. This demonstrates our ongoing commitment to execute the board's vision, and to operational excellence. (SS, Caucasian Male, Community Board)

I reviewed the archival data found on the company website, which included their 2019 strategic plan. The plan referenced diversity in the core values, strategic goals, and objectives sections. The plan outlined six goals that the group was consistently aligned with during the boardroom meetings. The first goal was to strengthen the competitive position through secure and efficient movement of cargo while providing outstanding customer service. During an observation, a board member mentioned, “I think that we are all on the same page in terms of what we need to do to let the foreign trade customer, our base, know that we are open for business, and we want their business. Because our biggest calling card is our efficiency” (BM PP, Caucasian Male, Community Board). The second goal was to maintain financial strength and security of assets. A board member during a session advised: “As you can see, as of the third quarter, we spent \$166 million, which is \$194 million under the adopted budget” (SS, Caucasian Male, Community Board). The third goal was to create and continue a state-of-the-art infrastructure that increases productivity and efficiency in goods movement: “So as you can see, this year has been very active with significant achievements and progress made in our capital program” (SS, Caucasian Male, Community Board). The fourth goal mentioned

how to improve the environment through sustainable practices and the reduction of environmental impacts from operations and development. During one session, a member described how “the company was just recently honored by the first annual AQMD Clean Air Awards” (BM FF, Caucasian Female, Community Board). The fifth goal was to broaden community access to port-related opportunities and economic benefits. There was a recent article posted on the internet describing how the community grants program gave nearly \$3.7 million to two new projects increasing asthma services to vulnerable communities, including a mobile asthma medical center in North Long Beach (Niebla, 2021). The sixth goal was to attract, develop, and retain a diverse, high-performing workforce. One diverse board member discussed future opportunities for employment as more workers will be needed to work the mega vessels:

In regards to the rapid shift to the telework, my question was how have we looked at and thought about what the impact that's going to be to the future opportunities for employment? Have we considered that at all and what that might look like?
(BM EE, African American Male, Community Board)

All members of the board displayed high esteem for one another, and they trusted each other's opinion or trusted that they could voice their own views. All members of this board were professional and had mutual admiration for one another. The board members appeared to be comfortable, cohesive, and collaborative, so the code ‘mutual respect’ demonstrated the demeanor of the group even when they did not all agree. This code reflected an emergent theme, board legitimacy, which was added to determine the board's effectiveness. The members also treated each other with respect and included everyone's opinion, which resulted in profitable decision-making:

You still learn to treat each other with respect, and that is just the way it is. It is interesting because we served at the same time on the City Council, but we never worked together. ...I represented a very diverse, predominantly Latino, often very poor, downtown area. He represented East Long Beach, with zero in common. Now we are working on the [Company 11], and he has expertise in real estate, so I really appreciate that. I do not agree with him on everything, very often, we have different

perspectives, but I think there is mutual respect. That is what we have to work on.
(FF, Caucasian Female, Community Board)

Firm Effectiveness

The organization was the most effective compared to the other boards in the sample. It was the highest-performing firm and there were seven codes that characterized the social and reputational outcomes, which were reflective of the firm's effectiveness: CEO-Board aligned, customer satisfaction, efficient, decision-making, incremental change, innovation, and recognition. During an observation, after a presentation by a director, the code for 'CEO-Board aligned' emerged, demonstrating their alignment and commitment with strategic goals:

In support of our strategic goals, action plans have been developed and implemented, identifying our objectives and approach. This will enable us to track and update and report on progress. To date, approximately 70 action plans have been developed and are being implemented across the department in support of our strategic goals. This demonstrates our ongoing commitment to execute the board's vision, and to operational excellence. (SS, Caucasian Male, Community Board)

During other agenda reports, there was the constant reiteration from the management team of teamwork and good leadership; thus, the code 'decision-making' emerged and reflected the good choices the board and organization made through collaboration:

First is congratulations. This is tremendous progress, an incredible accomplishment. Cargo has gone up, which is good for the economy, good for jobs, emissions have gone down drastically. That is not easy to do. It shows what good leadership, good policy, and a lot of teamwork can accomplish.
(TT, Caucasian Male, Community Board)

During the trying times, the members recognized this was a moment for creativity. The code, innovation, was shown to validate the need to be swift and adapt to the new challenges to be resilient and prevail:

A lot of those countries that were struggling to do business with us now are emerging as major markets. ...I am just hoping that we do find some type of balance here because I know for one that this dance couldn't last. ...that we work on our efficiencies so that we can prove [to] ourselves that we can withstand and even do better. ...I am looking forward to us looking to the future for some innovation, as well as the possibility that you guys as staff keep us on the right track.
(BM PP, Caucasian Male, Community Board)

Board Member EE mentioned they should explore innovative options to create new revenue:

And I think this gives us a really good opportunity to look at some possible other areas of revenue within our jurisdictions that maybe traditionally, we have not focused on. But as we try to figure out what this new normal is going to be, we should be also thinking about expanding and building our portfolio a little bit.
(BM EE, African American Male, Community Board)

Another member advised the group of the need to be aggressive and work with their stakeholders, and the codes 'incremental change' and 'efficient' depicted how they would see things scrape away if they do not attempt to solve the issues quickly and efficiently:

...talking about working with ...all of our customers and stakeholders to see what we can do to really create greater efficiencies.... ..If we do not do anything and if we are not aggressive in trying to do business outreach and trying to solve some of these problems, we are just going to incrementally see things chipped away. ... I think to be as smart as we possibly can and be aggressive and work with our partners to see what we can do to really streamline the efficiencies...and to just stay really closely tuned in to what is going on in terms of diversifying countries and where they are headed to.
(BM QQ, Caucasian Female, Community Board)

Throughout the economic chaos, the codes 'customer satisfaction' and 'recognition' positively reflected the organization and their efforts:

Moving forward, our capital improvement projects, striving for operational excellence and...operations. And commissioners, this is in my view, what distinguishes the [Company 35], we continue to build for the future and provide the men and women the jobs that are so badly required in this difficult economic crisis that we are experiencing. (RR, Caucasian Male, Community Board)

In addition to providing many jobs to the community, the organization was honored and received recognition for its efforts at the first annual AQMD Clean Air Awards:

On October 4th, the port was honored with receiving the AQMD Clean Air Award under the category of Clean Air Education and Outreach, and at the award recognized our partnership with the Academy of Global Logistics and our development of a zero emission capstone project...that was related to one of our grant-funded projects, the Seaport Zero-Emission Demonstration Project.
(UU, Caucasian Female, Community Board)

Six codes characterized the financial outcome of the organization: economic hit, financially sound, funding opportunity, operational disruption, organic growth, and profitable. The organization was high performing and the codes 'profitable' and 'financially sound' depicted

the firm's outcome through COVID-19 as they remained resilient. By the end of the year 2020, the organization produced its highest volume year ever with a 6.3% annual increase (Berman, 2021). I also reviewed the Fitch Rating report for the organization that displayed an 'AA' rating for 2019. This reflected the strong market position and resilient revenues from long-term contractual guarantees that were adequate to cover both the outstanding senior debt obligations and the subordinate TIFIA loan (Fitch Rate Report, 2019).

During COVID-19 and because of government tariffs that were imposed on steel, the code 'economic hit' emerged as the members had to engage in strategic decision-making to minimize loss and offset any cargo declines:

The tariffs have hit U.S. exporters especially hard. Due to the retaliatory tariffs, U.S. exports to China are down 18% for the first half of 2019. There's growing concern that the tariffs could also dampen consumer confidence and contribute to the acceleration of an economic slowdown. ...The same is true for volume growth needed by each country in order to offset cargo declines in China. For example, it would take the cargo increase of five Vietnam's to offset China's cargo decline. ... We will continue to leverage our relationships with ocean carriers and shippers to capture more of that cargo in the years ahead. (UU, Hispanic Male, Community Board)

All decisions are critical during any shifts in the supply chain and could have an adverse effect; resulting in the code 'operational disruption' causing goods to move an alternate route:

The traditional demarcation line between West Coast and East Coast has traditionally been Hong Kong. As manufacturing shifts from China to Southeast Asia, that demarcation line is shifting to Southeast Asia. Which means that if that trend continues, we are at risk of seeing more of that cargo come to the U.S. via the East Coast. (UU, Hispanic Male, Community Board)

The code financial uncertainty remained at the forefront [of] staff's mind as they strategically watched the budget, and the board members actively engaged and constantly inquired to ensure the organization would sustain any decision that was presented:

But having said that, I do have a few questions. I do not see any changes to the budget or any discussion from staff in response to that. And I am wondering if that means that staff believes that the budget could withstand such a relief package to our revenue stream? (BM OO, Caucasian Female, Community Board)

The members of both the board and management worked all their connections consistently to ensure the firm's losses were minimized:

Advocacy we do on our own to promote the [Company 35's] positive impacts as an employment and economic engine locally, regionally, and nationally. We take every opportunity to engage with policymakers in Washington to educate them on the impacts of the tariffs... In recent months, for example, we have met with House leadership from both parties and with the U.S. Trade Representative's Office specifically to address this issue. (UU, Hispanic Male, Community Board)

The silver lining for the organization was the potential to expand its operations, reflecting the code 'organic growth' as one speaker described a short term incentive program that should have an impact on business growth:

... We do have a number of commercial strategies, and in addition to seek[ing] out additional cargo opportunities in alternative regions, we will also use pricing tools to help, and we're recommending a short-term incentive program to stabilize our market share and cargo volume. It is a one-year short term program from October 1st this year to September 30th of next year. The program measures and rewards cargo volume that is in excess of organic growth; in [the] financial year 2020 the amount for this incentive is \$10 per TEU for loaded containers only. (VV, Caucasian Male, Community Board)

Another option for the organization, if the economic downturn worsened, was the code 'funding opportunities.' This code emerged and was critical for the firm and its stakeholders in the community as one member described:

I can tell you that there is a lot of activity, both from our end as well as our tenants and our supply chain partners. The funding made available today in response to COVID-19 is truly historic and unprecedented. ... We are talking buckets that historically have been in the tens of millions, now hovering about a billion dollars. So, we are in daily contact as part of the Business Recovery Taskforce and our GR team specifically. We are in daily contact with all levels of government, looking under every rock to see what possibilities and what funding opportunities exist. (SS, Caucasian Male, Community Board)

Summary

The board and firm were considered the highest performing, was resilient during COVID-19, and endured federal tariffs that were imposed on certain cargo. The tariffs had a negative bearing on the organization as there was a decrease in exports, an increase in imports, and the trade gap widened as other trading nations were given sales leads to

proliferate their businesses. The board members demonstrated a general sense of respect for one another and appreciated the diverse perspectives that were contributed during the meetings. These members lived in the community so they had a strong vested interest in the decisions that were agreed upon as their decisions would invariably have a direct and or indirect impact on their family and friends and the broader community. The members represented the community in various roles and aspects, thus there was a higher degree of accountability among the members as they made decisions for the board. While the board continued to prosper and remained aligned with the firm's strategic plan, the organization remained profitable and set month over month volume records during the challenging times.

Traditional Medicine Board (For-Profit)

The traditional medicine board is classified as a for-profit board for one of the oldest acupuncture colleges in the nation. The organization develops exceptional leaders, healers, and teachers in Oriental medicine. Independent thinking is encouraged and students are exposed to an extensive number of theories and clinical skills. They are known for their open-minded approach to integrating Oriental medicine and are ranked number one in California and number two nationally compared to other schools in their area of focus. Table 3 provides an overview of this board.

Table 3

Overview of Traditional Medicine Board (For-Profit)

Description	An organization that is known for its development of exceptional leaders, healers, and teachers in Oriental medicine.
Composition	8 members; 3 women/5 men; 5 minority members; Ranked 2nd on diversity in sample (75% diverse)
Motivation for Diversity	Dominant internal motivation for ethnic, gender, diverse perspective, divergence experience, and diverse background Heavily influenced by external motivation of social movement-focused (BLM),
Human Capital	Strongest Sources: Professional Background: Board experience, higher education, diverse background, diverse experience Expert Knowledge: Executive, financial, functional expertise, programs, upbringing as a minority, upbringing as a woman Cognitive Attribute: Assertive, diverse viewpoint, formal education, leadership viewpoint, situational understanding
Social Capital	Most significant connections: Valuable network: Alumni, board, diverse, industry, university connections Board Access: Recycle and Referral
Interactions	Most Significant Interactions: Emotional Contributions: Compassionate, concern, empathy, humor, passionate, respectful, sensitive, supportive, and thoughtful Patterns of Interaction: Active participation, contributes technical information, contributes topic-related information, diverse contribution, inclusion, inquisitive, listening, trusted diverse voice, open-minded, perspective-taking
Board Effectiveness	Highly Effective (2nd Most Effective): Primary capabilities are connecting the organization to the external environment, observing and controlling executives, provide information and advice, perform research, monitoring compliance with regulations, strategic planning, succession planning, secure resources, and mutual respect. The members actively participated and the CEO and board members worked closely together for the betterment of the organization. During the BLM Movement, the board relied on their trusted diverse member contributions which proved fruitful for the organization. Limitations... The board recognized the need for increased diversity was a limitation, but the board acted and added two diverse members. Board Style: Engaged; Legitimacy: Mutual Respect
Organizational Effectiveness	Highly Effective (2nd Most Effective) Social and Reputational Outcomes: Strengths were CEO-Board aligned, customer satisfaction, decision-making, efficient, incremental changes, organic growth, and firm recognition. During COVID, the school was ranked number one in California and 5 th in the world. All students also passed the California Acupuncture License Exam on their 1 st attempt. During the uncertain time, the organization experienced organic growth with enrollment. Financial Outcomes: Financially sound and profitable. The organization remained in the black and profitable during the uncertain times. Weaknesses: As the board increases diversity in the near future, the firm is expected to reap the benefits as it is more reflective of diverse members

Overview

The Traditional Medicine board is categorized as a high performing board and they had an engaging board style. There was a total of eight board members consisting of three

women and five men. The ethnicity of the group was five minorities who were all Asian American. Compared to the other boards, this group ranked second with 75% of members being women or people of color. The members contributed to all eight board capabilities. They also had the second highest number of codes from the interview and observations under the board member interactions, human capital, and social capital themes. There was a strong mutual respect among members and they were extremely inclusive of everyone's opinion during the boardroom meeting, which enhanced the effectiveness. The board utilized previous board members as a trusted diverse voice during the BLM movement, which had a positive influence on the firm's performance. The firm was financially strong and received recognition for being ranked #1 in California and 5th in the world.

Motivation for Diversity

The primary influence to increase diversity was through in-house aspirations. There were five codes that illustrated the internal motivation for diversity: diverse experience, diverse background, diverse perspective, ethnic diversity, and gender diversity. Members clearly described that a key motivation for having a diverse board was to have lived diverse experiences represented, which would contribute to their unique decision-making that benefited the board:

I want to go back to considering and honoring different perspectives. If you have a board comprised of members with different lived experiences and different cultures and different languages and different traditions, we can bring all of those experiences to the table and make decisions that are best for the organization, knowing that there is not one way of doing it. There is not one right answer.
(BM NN, Asian American Female, Traditional Medicine Board)

One member said that having a diverse board was important to avoid unconscious bias and to improve respectful communication with the public reflecting the code diverse viewpoint:

So, I think it helps tremendously to have different points of view because there are unconscious biases in everybody, and there are unconscious strengths in everybody, and there are unconscious weaknesses in everybody. And if you have that blend, then collectively, you are stronger, and collectively, you are more effective, as long as

there is open and respectful communication going on. ...The fact is peoples' behavior changes when the group is diverse.
(BM LL, Middle Eastern, Traditional Medicine Board)

The code 'open-minded' emerged as one member emphasized this was required for an inclusive diverse board:

So, I think good decisions are made from considering many voices, many perspectives, so people need to be open-minded. And I have to say that maybe people who are bicultural, they can do that well because we know that people do things this way, but at home, we do it that way, and it's okay. ...And so, if you are not part of the dominant culture, you know that the dominant culture thinks this way and does it this way, but there are other ways of doing things, other ways of thinking or solving problems, different perspectives. ...It is very, very hard to do, to be open-minded in that way. (BM NN, Asian American Female, Traditional Medicine Board)

Another member described diversity as 360 degrees of difference which reflected the code diverse background:

Those backgrounds could derive from gender, their abilities, their spiritual beliefs, where they were born geographically, their educational level, their social, economic status, their different class, goodness that to me is diversity. It is just 360 degrees of differences. So, that is what diversity means to me.
(BM MM, Asian American Female, Traditional Medicine Board)

Another described how a minority member alters the conversation which broadens both the interactions and discussion. This depicted the code ethnic diversity:

So, if you have a Black person in the room, it is going to change the conversation. The interaction. And I think that is going to be a positive way to broaden the perspective to include a point of view that is different from the one that you normally think about. But when the board members are diverse, and the rules of the game are everybody has an opportunity to talk, everybody has an opportunity to voice an opinion, everybody has a say. (BM LL, Middle Eastern, Traditional Medicine Board)

He also elaborated by highlighting that adding women changed the interaction of members, illustrating the code gender diversity:

With a group of powerful men, and you introduce some women in the group, the way that people interact and communicate changes, it becomes more considered. "This is how I view the situation from my point of view." ... And it can only change if there is this variety in the group. By variety, I mean, not just race, but also other elements of diversity, including gender, maybe even sexual orientation.
(BM LL, Middle Eastern, Traditional Medicine Board)

This board was heavily motivated by external factors to increase diversity, which, at the time, was the BLM movement. This was coded as social-movement focused. One member mentioned how there was a new consciousness and a sense of responsibility to act during this movement:

I think because of the Black Lives movement and the protests and all the things that we have been reading in the news, I think that we have a new consciousness, a new sense of responsibility to change our lives personally and to change as an organization, change as a society. Again, because I do have that outsider's perspective, I think I can really embrace the need for change and accept how we need to change the system. We need to change the racist system.
(BM NN, Asian American Female, Traditional Medicine Board)

Two individuals who were African American women were carefully selected to increase board diversity during the BLM social movement. One said to the other:

You have been an amazing guide and mentor to me in all of our work in bringing more equity to the college. [BM E] has been instrumental in setting up this mentorship program for Black students. Acquainting us with Black AIDS Institute, and potential externships, and bringing in the director to do some education for the college. We could not have made such progress in a short period of time without [BM E] dedication and her contacts. So, [I] really appreciate your leadership and your guidance. (BM NN, Asian American Female, Traditional Medicine Board)

The board members and the CEO recognized the heightened awareness during the BLM protests and the critical need that some of the members not only reflect the community they serve, but connect with marginalized students. By adding these instrumental minorities to the board, their diverse input had a positive influence on the organizations bottom line as their enrollment increased based on their response to the sensitive topic of injustice.

Human Capital

Like the other boards, members had spent years in various roles and had diverse experiences. One member mentioned how he, along with other members, brought an outlook on the world, background, and education to the table and how it had helped the board with automation:

Not only that but also my outlook on the world, I bring all of that [to] the table, as do the others. ...I have kind of an eclectic education since I have a lot of medical science

background, and I also have a financial background with my education management background, with my job experience, and with my education. I have acquired those skills over time, and then the projects that I have worked on, like [School B], such, in the area of automation, prepared me to help them provide guidance, more guidance to the college in terms of the need for further automation of their admission systems and so forth. (BM LL, Middle Eastern, Traditional Medicine Board).

All the members offered various expert knowledge, and the following codes illustrated the boards' expertise: executive-level, financial, and upbringing as a minority or woman. One board member explained how her executive-level expertise helped to shape diversity, equity, and inclusion during an uncertain time in society:

Two is my experience at the executive level, that's the second one. So, that is my latest contribution using my own skills and leadership with diversity inclusion, and equity, and justice that is in the space that I use a lot of my leadership skills and capacities. My executive-level experience helps to put things under that lens, and I think [the] board also benefited from my own values that I tried to look at things under the justice, equity, and inclusion lens on my own background. That is different from the dominant culture here. So, I tend to look at things under those lens. (BM MM, Asian American Female, Traditional Medicine Board)

Another member assisted the board with his financial background when their CFO did not have a finance background:

I have a master's in business administration, and I was Assistant Director of Finance at [School C] before I came to [School B]. And at [School B], I dealt with fairly large budgets. Yeah, I had a fairly substantial background in budget management and finance in an educational setting. And I came in because the chief financial officer didn't have a background in finance. (BM LL, Middle Eastern, Traditional Medicine Board)

During an interview, a member described how her upbringing as a woman and minority helped her to view things through a diverse lens, and as a result she had more opportunity to help the board with unique matters:

I have not trained. This is self-taught. I mean, because I do not fit into the mold of traditional, being an Asian woman in higher education and on [an] executive level, there is still just too few of us. So, I am forced from my own experience because I am different. I have more opportunity to reflect that. Why do I feel this way? Why do I feel against [it], I am not prescribing to the dominant. And so, that has helped me to have that diverse lens... Since I have been in California, the last 40 years has really helped me to understand this diverse context, which we are so blessed to have. (BM MM, Asian American Female, Traditional Medicine Board)

There were two codes specific to the cognitive attributes the members contributed to the board: different viewpoints and assertive. The code assertive described this member's self-confidence. She did not care about what people thought, which benefited the board because they received a diverse and honest perspective during critical circumstances:

But that is my strategy, do not be afraid to be a loner. [Be] courageous and it takes practice of course. And I get validated because of what I contribute to the board. ... That is my perspective. That is how I see it from the feedback people give because I sit on a lot of boards where board members, you hardly hear a thing out of them, right? And everything is fine... this seat is precious for me, my perspective. I feel like if I do not say something because I did not feel differently and see different things... what is the value of me sitting in that chair? And so, I cannot really care about what others think. I just contribute.

(BM MM, Asian American Female, Traditional Medicine Board)

Social Capital

Like the other boards, members were referred and had served on other boards. In addition to having a rich variety of external networks, this board also mentioned a particular unique program which they referred to as an externship with an industry connection that created a future partnership:

And as you know, we also have an externship with [Company 54], so that is our common connection. And so, they have a wellness clinic in South Central LA, provide counseling, prevention services, testing, and potentially we'll be in there as well to provide acupuncture services. And the director of clinical services had been aware of our work and being alive. And he said that he would always wondered how he could get the same services in his clinic. And so, it is really wonderful, it sounds like a great organization. So hopefully next year, when things start to open up, we can create this partnership. (BM F, Caucasian Female, Traditional Medicine Board)

This board was also unique in members explained how they stayed in contact with previous board members to gain a different perspective than was currently represented on the board:

Well, we are periodically in touch with previous board members. To get some perspective, if we need to ask them their experience... [because] people get termed out and they are highly functioning and capable board members with institutional memory and then they need to go on with their lives, and occasionally we need to contact them and find out that, so that has been a helpful to be able to say, what do you recall when this happened?

(BM LL, Middle Eastern, Traditional Medicine Board)

Interactions

I observed two separate sittings of one virtual boardroom meeting. Due to sensitive topics discussed, I was asked to log off during a closed session, then received a text message to log back to complete the observation. Six codes exemplified the emotional contributions of the members: compassionate, concern, empathy, humor, integrity, and thoughtful. Only one member was not in attendance; those that were present were still getting used to the virtual Zoom sessions. The code ‘humor’ characterized the interaction when a problem occurred: “No, it was just amusing. That is all. It is not distracting. It is fine” (BM F, Caucasian Female, Traditional Medicine Board). During an interview, a member shared that a good leader should be maternal and display kindness and respect. She hoped those were the qualities she contributed to the board:

Again, I am certainly not perfect, and there are many things I need to learn, but I think you have to start with kindness. I often will compare leadership to motherhood. And I'm actually not a mother. I do not have children, but I feel like a good leader is very maternal. All the good qualities associated with a mother you need in a leader. It is a lot of mothering, loving, caring, and sometimes tough love, all those qualities, but I think it starts with kindness and respect. Everyone wants to be respected, and so I try to model that. And so, I feel like I hope I bring those to any organization.
(BM NN, Asian American Female, Traditional Medicine Board)

During an observation, ‘inquisitive’ was depicted when a board member asked questions during the meetings to ensure all members had clarity on the topic or a status update to check on the members during COVID-19. Another member expressed concern when she described how people were feeling after reading the press about students partying and the number of COVID-19 cases rising: “There has been a lot of press about the students moving in before classes started, the partying and the get-togethers, the following rise in COVID-19 cases, do [you] think they are learning their lesson about this” (BM F, Caucasian Female, Traditional Medicine Board)? During the observation, she wanted to extend recognition and the code ‘thoughtful’ described her kind words regarding another member’s kind gesture:

You know, I have to say. I am sorry, we are supposed to focus on Maggie, but I have to toot George's horn, he was [the] first chair in his marching band at a renowned high school that had an amazing music program, and they travelled all over the world. He has not picked up his clarinet in many years, but in honor of Maggie's birthday, he played Happy Birthday, and we sent it to her.

(BM NN, Asian American Female, Traditional Medicine Board)

Another member described how she had a distinctive perspective and the code 'empathy'

illustrated that she tries to be mindful of the marginalized groups:

I do have a very distinctive perspective given the fact that I am a woman, I am Korean American. Again, I think that I am really empathetic to [the] experiences of those who have been marginalized, again, dismissed, not heard. I really go out of my way to make sure that I do not perpetuate actions that would lead to those things.

(BM NN, Asian American Female, Traditional Medicine Board)

She also mentioned how she was willing to acknowledge her own mistakes. The code

'integrity' highlighted the honesty she contributed during boardroom meetings:

I think I am always very willing to acknowledge my mistakes, and I do not see that as a weakness. I do not. I think it is very important for leaders to be honest and acknowledge when they have made mistakes. I hope I am not stereotyping, but I have found that men do not like to apologize.

(BM NN, Asian American Female, Traditional Medicine Board)

The board was characterized by eight patterns of interaction: diverse contribution, inquisitive, facilitator, listening, trusted diverse voice, contributes technical information, contributes topical information, and open-minded. Board Member NN described how she and other women engaged in listening and how this ability was extremely beneficial to boards:

Women listen very well. Women really hear... It is a key talent for leadership, I believe. And when you listen well, and when people feel heard, and when you communicate to people with kindness, those are really important things to facilitate in an organization. And I think I certainly bring that to [School A] and on the other boards, I hope. (BM NN, Asian American Female, Traditional Medicine Board)

She utilized her listening skills when she reached out to a previous board member, who demonstrated she was a trusted diverse voice, which was highly beneficial to the organization during the BLM movement:

I think, because of the Black Lives movement and the protests and all the things that we have been reading in the news... we have a new consciousness, a new sense of responsibility to change our lives personally and to change as an organization, change

as a society. Again, because I do have that outsider's perspective, I think I can really embrace the need for change and to accept how we need to change the system. We need to change the racist system. ...I think that we have responded very quickly and very appropriately to work that needs to be done.

(BM NN, Asian American Female, Traditional Medicine Board)

During the boardroom interactions, it was crucial to highlight the salience of having a trusted diverse voice during sensitive topics of conversation. Boards that recognized this pattern and not only included but trusted the women and minority's recommendations were among the boards that ranked higher as the more effective boards.

Board Member NN also had the unique skill of working with members and staff during conflicts. The code 'facilitator' emerged when she described how she brings this experience to the board:

It is because I have so much experience with personnel issues and working with [the] staff. I think that is such a key to achieving results, achieving anything in an organization, teamwork, and working with staff and working through conflicts. I am very confident in facilitating those kinds of issues and managing those issues, so I bring that kind of experience into my board roles on both of the organizations.

(BM NN, Asian American Female, Traditional Medicine Board)

Board Member G was informative, and contributed technical related information:

People in America do not want to do what they are supposed to do. In Asia, they wear a mask when they are sick, but in our country, people do not want to wear a mask. People are at the gym without a mask. People [also] need to be aware of their vitamin D levels... too low is 60-75. (BM G, Caucasian Male, Traditional Medicine Board)

Board Member H demonstrated his real estate expertise and contributed topic-related information:

Practically speaking, 30%-50% of people can work from home, so there is no need to bring these people back. If they social distance under the new code and regulation, less people can be in the office. The school, clinic, and the office will all be different, but this will vary per location. So, the number will determine how many square feet a company needs for a building as conference rooms are no longer needed.

(BM H, Asian American Male, Traditional Medicine Board)

The positive interactions among the members were notable on this board during two significant events, COVID-19 and the BLM movement. Having a trusted, diverse voice on the board to advise with unique strategies proved beneficial for this board and had a positive

influence on the firm's effectiveness. The members demonstrated numerous soft skills, and the sensitivity and emotions were critical to other board members and the management team. This combination ultimately enhanced board effectiveness.

Board Effectiveness

The members focused and participated with all board capabilities with an engaged board style. The members of this board demonstrated Duty of Care and Duty of Loyalty as all members were highly competent with regards to their expectations and could demonstrate the reasonable care that was required during the unstable environment as they kept the best interest of the firm at the forefront of their minds. The board was the second most effective in the study and considered high performing. The members actively participated and the codes, inquiring and perform research, demonstrated how they challenged each other to explore ways the board could improve:

So that is the key to success is to identify the problems, to ask the right questions, and then to pursue a solution. So, you are constantly tweaking the operation for continuous improvement. The thing is working, but can we make it work better? Can we make it work more effectively and be more cost-effective? Can we be more diverse? Whatever the goals that we want to achieve, we sort of lay them out. And then we follow up on them. (BM LL, Middle Eastern, Traditional Medicine Board)

During the observation, all members appeared relaxed and paid close attention. The code 'provide information and advice' was demonstrated when one member explained the process of the 2020 board self-evaluations, the composition of the board, the need for demographic diversity, and the board's responsibility to complete the monitoring function of the CEO-Evaluation:

Well, I have tended to provide it with a more formal structure and a calendar of activities so that there are things that should happen in a timely fashion, and so that part of my training is just to make sure that everybody has an opportunity to provide input, make sure everybody's voice is heard, make sure that the performance evaluation occurs when it occurs. We have instituted a board self-evaluation as well. So, we can critique ourselves and other board members so we can maximize our functioning. I provided a guiding hand to make sure that the board functions at as high [a] level as possible. (BM LL, Middle Eastern, Traditional Medicine Board)

Board Member H described the procedure for the board's self-evaluation and how the CEO evaluation would take place. He included all members as part of the process by asking for their input:

Our big task for the December meeting is going to be [the CEO's] evaluation, and she has already submitted her self-evaluation, and we will all have an opportunity to contribute to that, and so to the degree that you want to throw your hat in on that, that would be helpful. And we are also doing a board self-evaluation so that we can get that on the record and keep a running tab of our activities, and we are on top of it all. (BM H, Asian American Male, Traditional Medicine Board)

The code 'connecting the organization to the external environment' illustrated how the members utilized their intercultural skills to link with people during the BLM movement, which contributed to decisions made by the board:

My cultural background helps me to have a different understanding and appreciation, and perception of this particular medicine and education. Most recently, with the resurgence of the BLM movement...in my own multicultural experience... I help them facilitate their forums for the campus. So, that is a different set of contributions for my multicultural intercultural skills. (BM MM, Asian American Female, Traditional Medicine Board)

Another way the board engaged in diverse discussions and connected the organization to the external environment was by offering a diverse contribution of mentorship for their minority students, which extended excitement across the various groups at the organization:

We are very excited about these mentorships, these affinity groups that we have started for the black students, for the LGBTQ students, and we have connected them with mentors. And the plan is to really enlarge that for the entire student body. (BM F, Caucasian Female, Traditional Medicine Board)

During the COVID-19 pandemic, members expressed concern about enrollment and managing online virtual learning. Some of the members were well-versed on relevant laws.

The code 'monitoring compliance with regulations' was highlighted when a member discussed their international students:

One of the interesting things that took place with our international student population, there is a requirement we have to have at least 50% of courses at a brick and mortar. So that element came into play, but obviously, the presidential directive provided for a relief of that for a period of time. ...So, we are concerned about the enrolment

numbers, along with delivering on what we said we're going to deliver on, in terms of an academic curriculum. (BM J, Asian American Male, Traditional Medicine Board)

One member advised they were a small school, insinuating people were team players and functioned in many roles, so he and the board determine how to secure resources: "... So, we have to have people who are flexible and multi-talented.... And I am the chameleon here. I just find out what it is that they need, and then I tried to provide it as best I can" (BM LL, Middle Eastern, Traditional Medicine Board).

During uncertain times, 'strategic planning' was critical for an organization to not only have but to have the means to act on and enforce action items quickly. One member discussed how the organization benefitted from their strategic planning during the BLM movement:

"...So, that has certainly benefited the college because you and [BM MM] may have talked about the forums that we have on issues of equity [they] brought up a lot of issues, problems, hopes, ideas for changes. And then, based on that, we developed some plans, and we are implementing. And, so I feel like we have moved very, very quickly in a very genuine way... And because we have board members who are non-White, they have helped me so much in terms [of] our plan, in terms of implementation, so that has been really invaluable.
(BM NN, Caucasian Female, Traditional Medicine Board)

Another member discussed how she looked at situations through a justice and equity lens, which was critical for the board to utilize during decision-making:

So, I voice that opinion and have changed the board's decision, even on somebody who is going to remain or not remain on the board. So, in a way... like a voice of conscience. It is just I try to look at things under the justice and equity lens as much as I can, and I do not yield to the majority... I appreciate it when they are respected...this is why the experience does count.
(BM MM, Asian American Female, Traditional Medicine Board)

During the interviews, 'succession planning' emerged and captured how some members felt the board could add more diversity. One member discussed increasing the board size and bringing on more members, in addition to capitalizing more on the current member's talents:

We could use a little bit more diverse capacities...I would enlarge the board... The newer board members also have a lot of capacity to give...even with the existing board members, we have not capitalized on their expertise and contributions... we

have actually tapped very little of their talents and experience. That is why I will rate the board not as high functioning.

(BM MM, Asian American Female, Traditional Medicine Board)

The code ‘mutual respect’ highlighted the boards’ legitimacy as all board members spoke highly of the board. The board chair respected the other members, including the CEO, and mentioned how he was respected too:

I think I am very well respected. I provide them with a useful service, and I have given them the opportunity to vote me out if they have any objections, and it is always been unanimous that they want me to continue to do the job. I assume it is because I am doing a decent job for them. But generally speaking, we have a very open and friendly informal group. I think there is a high level of respect.

(BM LL, Middle Eastern, Traditional Medicine Board)

During an economic crisis, the observations revealed it was imperative to have diverse members who were resilient and could adjust to incremental changes while making quick decisions for the betterment of the organization. Members that demonstrated a deliberate approach and were impervious traditionally experienced challenging times so they could maneuverer with ease during the uncertain atmosphere.

Firm Effectiveness

Overall, the firm was the second most effective board compared to the other boards in the sample. It was highly effective as the group was very active during COVID-19. There were five codes that characterized the boards’ social and reputational outcomes: CEO-Board aligned, customer satisfaction, decision-making, incremental change, and recognition. One member discussed how the CEO and the board interacted, and how the good rapport was imperative for both to succeed:

“It is primarily the CEO’s reports to the board, and she is our primary person that we guide and support. But she comes with her management team as well, so we have a good rapport with them. And the CEO and the management team know that these are the things that are important to us. And then we hold them to it.

(BM LL, Middle Eastern, Traditional Medicine Board)

During the uncertain times, the organization was challenged and the codes ‘decision-making’ and customer ‘satisfaction’ illustrated the choices the organization made when the BLM

movement occurred and how that action translated and had a positive impact on their customers:

And it is interesting because we have also gotten new students because they see that issues of equity and justice matter at [School 1]. In our recent interviews they are like, “We have seen the fact that you’re providing mentorship. You are supporting Black non-profits that help the Black community, and that is why I am coming.” (BM NN, Asian American Female, Traditional Medicine Board)

Another decision the organization had to make was removing the word oriental, which was a sensitive topic for some students. The code ‘incremental change’ displayed the process of how the firm would go about the change to ensure their ranking is not negatively impacted:

And so, as a first step, we did remove the word, oriental from the home page, but we are going to have to work in the next year, to do it really, really carefully, so that our ranking does not tank... It is everywhere. It is on our letterhead. It is on our cards. Our signature block. But we will start with the website and make changes incrementally. (K, Caucasian Male, Traditional Medicine Board)

During COVID-19, the school had high rankings in California; hence, ‘recognition’ illustrated the success of the organization: “And we are ranked as the number one school in California, number two in the nation, and really great outcomes, student outcomes. And it is also a really a beautiful place to work” (BM NN, Asian American Female, Traditional Medicine Board). The company website confirmed their success, noting, “They are widely recognized as having the finest faculty of any of the schools in their focus in the U.S. and among the top 5 in the world.” Additionally, the students all passed the California Acupuncture License Exam on their first try (Company Website, 2018).

The organization performed well economically based on good decision-making early on. The codes ‘financially sound’ and ‘profitable’ demonstrated how the organization was doing during the troubled times. During an observation, a member described their financial state: “But we are in the black. That is important for you to know. The school has actually been in the black for, I think this is the eighth year that we have been counting, and so many of the issues that we talked about when you were on the board have been resolved” (BM NN,

Asian American Female, Traditional Medicine Board). Some board members were surprised when they found out enrollment numbers had increased; organic growth captured this surge:

Well, what ended up happening is that our enrollment at the undergraduate level applications went through the roof. We had a 10% increase in applications. We had an increase in students transferring from external community colleges and other places. And so our undergraduate enrollment actually [has] been fantastic.
(BM J, Asian American Male, Traditional Medicine Board)

Summary

Two members were added to the board during the study; hence, board diversity increased by 80%. This represented a tie for the most diverse board among those observed. All the board members appeared to have mutual respect for one another and not only valued but welcomed diverse perspectives. They made a strategic effort to rely on their trusted diverse voice, which proved fruitful for the organization as they have remained profitable. As a result of the additional new board members, the board has made substantial progress in recognizing the need for diversity and should quickly progress to a highly effective board as the members contribute unique capabilities resulting in a positive influence on the firm.

Global Warming Board (Non-Profit)

The global warming board is a non-profit that administers a Southern California organization who has taken the lead with climate action. They are considered a beacon of hope as they connect marginalized communities to climate planning funding, research, and resources. Members collaborate to espouse equitable climate solutions through urban cooling, transportation, conservation, communities, and climate science. Since 2010, the organization has prioritized working with communities most impacted by climate change, including Black, Indigenous, and People of Color (BIPOC). Members work to connect these communities and organizations that are most affected by climate change with policymakers to discuss the global concern and promote local action. The board creates pragmatic initiatives to inspire people to act and tackle climate change for a resilient future. They advocate in partnerships

with grassroots groups, assist with funding for climate solutions to ensure equitable implementation of climate legislation. Table 4 showcases this board in more detail.

Table 4
Overview of Global Warming Board (Non-Profit)

Description	Represents a Southern California organization who was leading with climate action. They are considered a beacon of hope as they connected marginalized communities to climate planning funding, research and resources.
Composition	12 members; 6 women/6 men; 6 minority members; Ranked 3rd on diversity in the sample (75%)
Motivation for Diversity	Dominant internal motivation to be diverse (diversity of thought, ethnic and gender diversity), but influenced by external motivation of social-class diversity and social-movement focused (BLM)
Human Capital	Strongest Sources: Professional Background: Board experience, diverse experience, diverse background, attorney, community organizer, government affairs, and consulting Expert Knowledge: Financial, upbringing as a minority, upbringing as a woman, law Cognitive Attributes: Assertive, diverse viewpoint, situational understanding
Social Capital	Most Significant Connections: Valuable Network: Current clients, community, industry, political, university connections Board Access: Recycle and Referral
Interactions	Most Significant Interactions: Emotional Contributions: Genuine, humor, passionate, sensitive, and supportive Patterns of Interaction: Active participation, civic engagement, code-switching, contributes technical information, contributes topic-related information, diverse contribution, doer, facilitator, honest conversation, inclusion, listened, inquisitive, and trusted diverse voice
Board Effectiveness	Moderately-High Effective (3rd Most Effective): Primary capabilities are connecting the organization to the external environment, observing and controlling executives, provide information and advice, perform research, review compensation, monitoring compliance with regulations, strategic planning, succession planning, and secure resources. This was an ambitious board as they participated in all monitoring and resource provisions. They were passionate, engaged, and active as they strived to test new ideas and implement new projects. Working with marginalized communities, these members were used to challenging circumstances, so they were successful during the COVID crisis as the members had experience in developing strategies strategy during uncertain times so their contributions to decision-making were critical. Limitations... Some members feel the board had limited input, but this did not have a negative impact on the board, so it is considered highly effective based on all sources of evidence. Some members mentioned the board should include social-class diversity, which would increase the sensitivity towards the marginalized community they are aiding. Regardless, the passion from the board members and their commitment to marginalized communities drives success for this board. As the board increases diversity in the near future, the firm is expected to reap the benefits to better assist the marginalized communities. Board Style: Engaged; Legitimacy: Respect & Defined Roles
Organizational Effectiveness	Moderately-High Effective (3rd Most Effective) Social and Reputational Outcomes: Strengths were firm recognition, customer satisfaction, decision-making, and innovation. During the COVID crisis, the organization was recognized for expanding their team and pivoting to virtual platforms to educate marginalized communities. Financial Outcomes: Financially sound, funding opportunity, profitable, and operational disruption. Members of the community believed in this organization and donated significant contribution to increase their financial stability during COVID.

Overview

The Global Warming board was classified as moderately-high performing and the members had an engaging board style. There are a total of 12 board members, six women and six men. The ethnic composition of the board consisted of three minorities. Compared to other boards, this board was ranked third with 75% of the members being diverse. The members contributed to all eight board capabilities. They also contributed to the third highest number of codes during the interview and observations to the human capital, social capital, and board member interaction themes. Just as the previous boards, these members come from a diverse array of professional backgrounds and had women and minorities as a trusted diverse voice. This board also had members who contributed soft skills such as humor, sensitivity, and passion. During a crisis, the soft skills that are typically overlooked in the boardroom were critical which contributed to their higher ranking among the boards observed. The members had a high sense of respect for one another and their boardroom responsibilities. Some members on this board felt they had limited input specific to fundraising, while other members felt this board needed Social-Class diversity so the members could have a better connection with the marginalized group in the community. This limitation contributed to the third-place ranking.

Motivation for Diversity

This board appeared to be most motivated to increase diversity based on their internal motivation for more ethnic and gender diversity; in addition, a code that emerged was ‘diversity of thought’. Two minority females agreed that diversity of thought was an important issue instead of focusing only on gender and ethnicity because it is not beneficial to the board if these members think the same as the majority members:

And what people tend to get caught up in is diversity really only being relative to gender and ethnicity, versus diversity and thought. Because it does no one any good if this diverse candidate, race and gender, spoken for and they are still thinking the same way as the rest of the organization thinks. But yeah, the organization is looking for a

diverse thought leader or someone that does not always agree with the way things have been done or how they're thinking of.
(BM I, African American Female, Global Warming Board)

Two codes that reflected the external motivation to increase diversity were 'social-class diversity' and 'social movement-focused' events. One member explained the importance of having economic representation on the board to ensure the more impoverished communities have a voice on the board:

...While I am a Latino, I do not represent the majority of Latinos in LA County who probably make \$45,000 a year. I would argue that I am not reflective of the Latino residents in LA County. I think diversity, to me, the number one issue is economics. ...When I see diversity because the most diverse city in California is probably Beverly Hills, and I do not think they have any problems with ethnic representation. You have very wealthy Jews, blacks, Latinos, Asians, whites, etc., and they are just fine. You look at other communities that are segregated or somewhat integrated, and they have got some tremendous challenges.
(BM T, Hispanic Male, Global Warming Board)

During the BLM social movement, the board recognized the importance of the minority members. The code 'diverse viewpoint' was critical for the organization during the unstable time in society, so they amplified their ongoing commitment to equity. It heightened the social justice element of its platform to ensure the disregarded communities were aware of their stance that resulted in continued community support for the organization. The organization demonstrated quick judgment to assemble Zoom sessions to address the national discourse together. Additionally, the firm created a safe place to discuss responses and how the organization could heighten its ongoing commitment to equity and make social justice an explicit component of their platform.

This organization relied heavily on donations so it had to be cognizant of social matters as they could influence where donors contribute money. The strength of the organization relied on applying an equity lens for systems and procedures, while supporting diversity by investing in cultural change. There was mention of board expansion during one boardroom observation, but the topic was deferred to a future meeting for further discussion.

The board was aware there were opportunities to diversify and were open-minded to ensure minority members were selected to ensure the marginalized groups had a voice at the table and were reflective of the communities.

Human Capital

The board members had a diverse array of professional backgrounds that contributed to their high personal range of human capital, which benefited the board as they were able to connect their network to the organization. The board included an attorney, community organizer, government affairs, and consulting. The code ‘attorney’ represented what one member mentioned all boards appreciated having and how she utilized her skills to educate the board when they run into issues:

Now, I have a master's degree and a law degree. Nothing like the law degree. I mean, the law degree pretty much is a difference maker. One, I think, just for comfort, every board wants a lawyer on the board anyway. ...But I might tell someone like, you might be stepping in something if you do this, so watch out, or if another lawyer says something based on their research, it is like, yeah, I have seen that issue previously... Again and again and again for every job I do, it is like my law degree comes in handy, even if I am not actually practicing law.

(BM Z, African American Female, Global Warming Board)

The code ‘financial’ emerged under expert knowledge as one member explained she sat on the finance committee. This was the only female member that was classified as a financial expert out of six boards observed. The board benefited from her financial expertise:

I was a chief operating officer for a non-profit for a year, and then I worked in the budget office for the U.S. department of health and human services. Possibly, they were like, she knows budgets. Let us just see. But yeah, I am on the finance committee on one and then a gala committee on another one.

(BM I, African American Female, Global Warming Board)

The members displayed codes reflecting cognitive attribute, including diverse viewpoints and genuine. During an interview, a member mentioned that it is a benefit to the board when women or minority members quickly identify a diverse view the board may have overlooked:

You could really have a board of 10 versus a board of 30 because more than half the people think exactly the same way. I am always that person in the room. ...With a diverse viewpoint, you can easily identify what is being left out. Even when we were

going throughout [the] Me Too phase ...I hear all these stories. This is what happens, and [these] are the remedies, and this is what people are frustrated about. It is not as much that they are frustrated it happened. They are frustrated that nobody took them serious[ly]. As a board, we need to start taking the things serious.
(BM Z, African American Female, Global Warming Board)

It is of particular interest to note board members cognitive attributes as a critical component of the human capital contributions. These characteristics are unique and boards that have members who add multiple layers of these attributes tend to be the most effective boards.

During one observation, the board chair was genuine in expressing that he wanted to know how each member was doing and how their firms were dealing with the pandemic:

I am really interested to hear from this wonderful board on how you are dealing personally and how your firm or organization or academic institution, how you guys are dealing with the COVID-19 crisis in relation to your climate work. Very, very curious to hear. Maybe, do you mind terribly? If I start with you on that question.
(BM XX, Caucasian Male, Global Warming Board)

The board members were appreciative of the check-in. All were engaged as other members spoke because they were all curious about what each other and their organizations were doing. With many people secluded at home and unable to have personal contact with other people, everyone had different emotions, expressed different viewpoints about the crisis, and appeared grateful for the opportunity to discuss their situation.

Social Capital

The women and minority members had a high personal range of social capital. There were a few significant codes that depicted this boards' connections: recycle, referral, industry, and political connections. Most of the members sat on multiple boards, so they were all well versed on how boards operated. 'Recycle' was depicted when one member mentioned that he sat on multiple boards over the last 15 years: "I sat on probably six or seven boards for the last 15 years. I believe [that two were private]. There was a hospital and a bank, and the rest of them were public [or] non-profits. I sat on a couple of government boards" (BM T,

Hispanic Male, Global Warming Board). The code ‘referral’ was discussed by another member as she described how executive directors referred her to boards”

I would say their executive directors or the staff reached out to ask if I was interested in serving on their board. Yeah. All of them came through their executive director. I just happened to know people that were on their board. That obviously was helpful in terms of people giving their input into my nomination.
(BM I, African American Female, Global Warming Board)

The code ‘current clients’ emerged and signified a member’s network she introduced to the board that was financially able to write checks. This was extremely important as a substantial amount of funding was required to assist marginalized communities. As a minority woman, she had connections that were unique from the network of the majority group: “I would say, probably a big part of why people ask me to serve on the board is because they know that I have clients that would typically write checks in support of a cause such as theirs” (BM I, African American Female, Global Warming Board). The code ‘industry’ was significant because the organization benefited from these networks to implement and facilitate programs in various areas. During the observation, Board Member WW described how [Company 64] was still moving forward with the energy infrastructure:

In terms of clean energy investment, I think [Company 64] is making it pretty clear. We're still invested in moving forward on the energy infrastructure. I think last Friday was announced. Our 770-megawatt capacity battery storage projects, they're supposed to come online by August, I think the largest single current of energy storage country yet to date. (BM WW, Asian American Male, Global Warming Board)

Another significant code was ‘political’, as these connections for the board are crucial due to strict regulations. Some of the female and minority members had strong political ties. Board Member XX provided a high-level recap of a discussion he had with a member of Congress and advised there is some interest in climate action if the Biden administration took office, so the board should be ready for all opportunities should they arise:

I just got off the phone just prior to this meeting with a member of Congress who is very supportive and who believes that some of the ideas... having a good chance of being included. And so, we are optimistic that whether it is through one of the stimulus plans like stimulus four or five or six or an infrastructure bill or even, you

know, if we are fortunate enough to have a Biden administration starting in January, that some of these ideas will get some traction and we will ultimately be funded by Congress. (BM XX, Caucasian Male, Global Warming Board)

Interactions

I observed this board on two separate occasions. One meeting was a face-to-face observation while the other was observed over Zoom. Two codes illustrated the emotional contribution of the members: humor and supportive. Both meetings were professional, but members during the Zoom session seemed more relaxed and interacted more. When one member provided instructions on the Zoom protocols, other members chuckled as Board Member XX said: “I am going to practice giving you an applause” (BM XX, Caucasian Male, Global Warming Board). He demonstrated the code ‘supportive’ as he promoted the Gala 2020, a 10th Anniversary Gala fundraising event to raise money for the organization:

I would like to encourage my fellow board members to purchase your tickets as soon as you can or as soon as it is available and to encourage others to begin purchasing tickets as well. I am looking forward to participating in the event. I am looking forward to get some of my friends and family to participate as well. And I hope you can all do the same. (BM XX, Caucasian Male, Global Warming Board)

Several patterns of interaction codes were reflected with this board: active participation, civic engagement, code-switching, contributes technical information, contributes topical information, trusted diverse voice, doer, and honest conversation. The members of this board were action oriented. I assigned the code ‘doer’ to one of the minority members who explained that her presence was viewed in this way: “Every time we ask her to do something, she does it. If they say, Go meet with this person, if they say, Have an event at your house, if they say, Get us this research, whatever, I do it” (BM Z, African American Female, Global Warming Board). During the virtual observation, members shared how unexpectedly busy they had become during COVID-19. The code ‘active participation’ demonstrated how they were engaged with their organizations and community connections to capitalize on funding opportunities during the uncertain times:

So, COVID-19 has probably tripled our workload as opposed to being in lockdown and totally locked up. We are in high gear on a number of fronts. I have had more funding opportunities than I have ever had. And so, I have been working with a grant to work with the climate city, providing support for at least a dozen cities on [an] economical solution, working with Microsoft and their economic inclusion program for their 100% renewable commitment. So anyways, it has been a lot of work. (BM YY, African American Female, Global Warming Board)

A very important insight was reinforced during the interviews and observations as two female minority members demonstrated a unique ability to code-switch and push honest conversations. Board Member Z discussed how the board benefits from her ability to code-switch because she can interpret communications that may not be clear to most members:

That is my jam when people come up with ideas and they really, really want to hear common sense, it is just I will break it down to them in a way that they can understand it. I think one advantage I have is the ability to walk in both worlds or to have some context. Like, for me, I am a little bit of a hybrid because I have lived very poor and I have lived well in some regards. (BM Z, African American Female, Global Warming Board)

Another member discussed the skill she has mastered to alter her behavior and speak a certain way during boardroom meetings, but she is also able to switch her attitude and connect with the marginalized communities:

I think that ability to code-switch that people of color typically have to do in various environments. I was able to learn how to do that because I will have traversed from South LA to Hollywood every day.... It just became a part of who I was. It was not that I was not true to one or the other, it is just I knew when to turn it on and when it was time to turn off. (BM I, African American Female, Global Warming Board)

She also mentioned how, during boardroom meetings, she pushed for honest conversations that are typically difficult to have while the diverse group is at the table, but ultimately opens the door for the group to hear the opinions of minorities and women:

I do think it helps in pushing conversations that are difficult to have when people that those conversations are about are actually at the table. It makes it a little more difficult than they have to look [a] person in their face and say [a] thing. And if it is not based on facts and really just your one anecdotal experience and yeah, problematic. But I think that the way we are able to put things out there and put it on the table have [an] honest conversation, we created environments that welcome first our opinion. (BM I, African American Female, Global Warming Board)

This is another noteworthy pattern depicting the strategic abilities that minorities and women utilize to connect the majority members with the marginalized groups. Boards that have diverse members who have mastered these skills tend to be classified as more effective.

The code 'civic engagement' portrayed a contribution from one member that was a strength for the board. Further, the code 'trusted diverse voice' illustrated how he was the voice for the minorities and women from the community in the boardroom:

I think I traditionally have brought in a voice of underrepresented communities. I think I brought a voice of [the] ethnic minority, and most recently a voice for women, ...and so I have been more aware of gender representation...I believe that the fact that I bring that type of voice is important and has been appreciated... I remember one particular time when the president of the board basically said ... We needed better representation from poor people, not just people of color...She asked me for my opinion, we collaborated, and we got some policy at the board level.
(BM T, Hispanic Male, Global Warming Board)

During the observation, one board member contributed valuable topic related information as she discussed how the COVID-19 experience would impact the organization with the economy shut down, because they would finally have data specific to climate that was unable to be produced in the past:

If you wanted to run an experiment to see what would happen to GHD emissions. If we all stayed home for two months and did not drive around in our cars or fly anywhere, we would now, sadly, had to run that experiment. And we've shown definitively that that's not enough and that we really need more structural changes, and the work that you talked about doing, trying to figure out what those structural changes look like, is also where we are, but still at the very beginning of doing that work. (BM ZZ, Caucasian Female, Global Warming Board)

Board Member A provided technical information when she discussed the struggles within her small city due to the immediate shutdown of the revenues that many count on, and people are looking to the city for assistance, but the cities are also having financial issues:

...but we know that when we are closing by the end of June... we have a 5% deficit when we look at our overall budget, and if nothing changes by the end of this calendar year, it will be 15%...we are seeing our residents navigate...in a way that that has positive impacts on the climate...but not so in other ways.
(BM A, Caucasian Female, Global Warming Board)

The women and minorities on this board were viewed as trusted diverse voices as the majority members recognized the marginalized community was their target group. The majority members displayed passion for the cause but understood the benefits of bridging the external ties from the minority members. The internal bonds were strengthened as the women and minority members had honest conversations during the BLM movement and COVID-19, and the majority supported strategic opportunities resulting in a positive influence on the firm and board effectiveness.

Board Effectiveness

This board was the third most effective board in the sample as the members contributed to an engaged board style. They provided diverse insight and actively participated with substantive discussions during COVID-19. The members practiced Duty of Care and Duty of Loyalty as they acted in good faith on behalf of the organization and demonstrated reasonable care during the decision-making process. The members on this board participated in all eight of the monitoring functions and resource provisions. This board was ambitious as they strived to test new ideas and implement new projects. The codes, secure resources and connecting the organization to the external environment, depicted how they reached new constituents in underserved areas to educate and fight climate change and how communities viewed them as stable and relied on them to help and serve. One member shared how he connected the organization with a marginalized city when a community connection reached out for a donation, explaining that the community recognized the organization as influential:

The third thing is one of our sponsors contacted us for a donation in their community in Southeast LA. I thought that was good that they contacted us in this period to help them get the ball with the food bank and how to get more in touch with constituents during the crisis. So, it was not a water-related activity, but it was community based, and the sponsor thought of us as someone who could help them figure that out. So that was pretty exciting. (BM B, Hispanic Male, Global Warming Board)

Another way the members connected to the external community and secured resources was at the fundraising gala. They planned for their 10-year gala and, since the event would be

virtual, the members were challenged to think outside the box for creative ways to invite key members who may not typically attend which would boost attendance and fundraising:

Maybe this virtual event that we are planning, the way that we are formatting it opens up the possibility of getting some fairly high-level people to participate [in] the event that [we] perhaps would not have participated before because of the logistics of having to actually get to it. So maybe we should think about being creative about seeing if there are elected officials or well known, recognized climate leaders or other folks who may be on the East Coast, and maybe we can get them to participate in some way as a speaker or as a presenter.
(BM YY, Caucasian Male, Global Warming Board)

During the uncertain times, there was a constant need for updates from all members. The code 'provide information and advice' demonstrated the material being shared among the members for critical learnings:

Many of our faculty hosted interesting reflections on that issue to our blog... reflecting on what lessons the broader climate movement might take from this COVID-19 experience. And we are all still figuring that out...but I think it is something that maybe the climate movement will be able to take and run with, has to do with the ways that we now understand individual action not to be enough.
(BM ZZ, Caucasian Female, Global Warming Board)

To ensure the majority board members listen to the message and accept the ideas and perspective of the minority members, the minority females on this board agreed it was important to utilize mindful communication and know when to communicate and share information: "I think, as a board member, knowing when to speak up and then knowing when to not sound like a broken record and allow an executive director to do their job" (BM I, African American Female, Global Warming Board).

The members completed evaluations for the Executive Director, and the board met to consider a salary recommendation adjustment. Before they could approve the salary increase, some members were tasked to investigate comparable salaries, which was reflected in the codes 'perform research' and 'review compensation'. It was determined that the Executive Directors' compensation was below the average salary for organizations of similar size, so

the members approved the increase. The board also approved the hiring of more staff to assist with the resilience initiative:

Well, first of all, I want to introduce BM C. He is the newest employee, and he is going to be assisting on work on climate resilience and climate planning, so I want to acknowledge him and for him to say hi and maybe give a brief 45 seconds self-introduction. (BM D Caucasian Male, Global Warming Board)

The members participated in a board self-evaluation survey, and seven of 12 members responded. During the observation, the results were discussed and illustrated the members were generally comfortable with their roles, displayed strong support for the Executive Director, and felt there was good communication between the organization and the board members. There were opportunities for the board members to support the organization further and learn more about their programs and projects, so the members discussed a half-day retreat so board members and staff could collaborate; hence, the code ‘strategic planning’ surfaced and illustrated what the members would do during the session.

During COVID-19, the board had strategic plans in place to combat the uncertain environment and ensure compliance with the government regulations during a presidential election, so the members constantly demonstrated the code ‘monitoring compliance with regulations’ as they actively connected with their political connections for updates:

...I will just say there have been several conversations with members of the assembly and a couple of political appointees within the Newsom [Governor] Administration. What they are saying echoes much of what you just said. There are some creative measures that are currently under consideration that will be both economic recovery-focused and will serve the interest of the climate action, and some of them are fairly ambitious. But as you said, there is a lot of concern about how supportive the public will be of some of the ideas. (BM YY, Caucasian Male, Global Warming Board)

At the same time, there were concerns that this board was not entirely as effective as it could have been. The code ‘limited input’ reflected some members’ reservations about the boards’ legitimacy. Some members expressed that the board was “merely average performing” because the founder had so much input, the board was limited to only governance, and they wanted to provide more guidance in other areas:

I think it is an average performing board because I think the organization is run by the founder, and there is tremendous confidence in him. The role of the board is limited to governance and to a very small amount of fundraising. There is really no input on programs because there is tremendous confidence in the executive director and there has only been once or twice where governance has been brought to the attention of the board. (BM T, Hispanic Male, Global Warming Board)

During an interview, another member mentioned that she also did not think the board was as high performing because they needed to pursue more fundraising opportunities. However, due to COVID-19 and a significant donation, the overall group did not appear to view fundraising as an urgent matter and acknowledged it was a topic that should be addressed soon. During an observation, a member mentioned how the finance committee would follow-up at another board meeting to discuss future funding and various sources of revenue. Regardless of the lack of fundraising, the code ‘passion’ depicted by the recognized efforts of the minority members to help the marginalized groups:

The people of color on this particular board are very, very accomplished, and so they provide tremendous expertise on governance, finance, and program. It is not just a one-person show when there are questions to the board regarding what I just described. There are some very helpful and useful contributions from the people of color on the board. (BM T, Hispanic Male, Global Warming Board)

The board was classified as moderately high performing based on all members being extremely active with all the board’s capabilities. Further, the minority member’s contributions were highly beneficial, specifically as their efforts helped to inform the needs of the minority communities. In addition to the member’s efforts, they had strong support from the community that was depicted through generous donations and endowments from external connections.

All the members displayed the code ‘mutual respect’ and they clearly understood their defined roles during their boardroom interactions. These actions confirmed the legitimacy of the board. Although two of the members wanted the board to participate with more fundraising opportunities, they had a strong connection with the external environment which had a direct influence on the board and firm effectiveness.

Firm Effectiveness

The organization was the third most effective; they were moderately high performing based on various a variety of sources of evidence. The codes recognition, customer satisfaction, decision-making, and innovation represented the social and reputational outcome of the organization. The code recognition epitomized the organization based on the impact of their efforts. The archival data I reviewed showed the organization participated in over 60 events and reached out to over 2,700 residents specific to climate change. The members spoke at events about climate change and the impact on low-moderate wealth communities, and how they can become resilient. They also worked to identify reflective surfaces that help cool down the streets in urban areas. The organization also co-authored a planning guide to equip local jurisdictions with tools to develop climate adaptation programs. The members actively participated and collaborated with several community connections and local environmental activists to prevent a freeway from being built in northern Los Angeles. This resulted in the code 'customer satisfaction' based on the gratitude from community members.

As the organization progressed during uncertain times, the codes financially sound, funding opportunity, and profitable described the organization's status. One customer extended their appreciation in the form of a donation, a one million dollar gift from an anonymous donor. The firm's current financial state was best described:

You know that bottom line, we have received more revenue than we have spent through the end of March, the last fiscal quarter. And we anticipate the organization just coming in under budget and having the surplus at the end of the year. And this is even with taking into account the \$1 million gift, so the important thing for us all is we are financially sound, so that's a good thing, we're in pretty good shape financially. (BM WW, Asian American Male, Global Warming Board)

Even without the donated funds, the organization was doing well financially as they received more grants and revenue and were projected to end the year with a surplus. The members were team players and the excellent decision-making was reflective of the board and staff working together with their political connections to capitalize on funding opportunities:

The organization did receive a loan from the federal government, the SBA, as a non-profit [in] the amount [of] \$140,000 to assist [with their] payroll. So, our financial situation through this fiscal year is in very strong shape. The grant assisted with raising awareness about extreme heat and the impact on the most vulnerable. They were able to offer accessible energy and water solutions that residents could implement at home to save money and resources.

(BM WW, Asian American Male, Global Warming Board)

Summary

The board was passionate, engaged, and the minority members were accustomed to challenging roles because of their lived diverse experiences and their ability to be impervious and strategize during COVID-19 that helped to contribute to firm success. The members from the community believed in the firm and donated significant amounts of money, which increased financial stability. The organization should be able to be part of additional funding opportunities in the future from both private and government sectors as the country returns to normal. As the board explores other fundraising opportunities and continues to diversify by adding social-class diversity to the board, the members are likely to make a stronger impact in the marginalized community as more underrepresented voices are on the board.

Education Services Board (Non-Profit)

The Education Services Board is a non-profit board that oversees a Southern California non-profit organization. The firm assists adolescents by increasing their experience, provides connections for opportunities, and enhances student's confidence to help them flourish in school, career, and life. The organization relies heavily on the local schools from underserved communities; hence, two significant codes that characterize this board is how the board members 'contribute topical information' and their valuable 'industry connections'. It was clear that these resources enabled the board to help solve problems that many students had to overcome, such as lacking access to opportunities. In addition, the organization utilized the board members' connections to better prepare students for life. Table 5 highlights to features of this board.

Table 5

Overview of Education Services Board (Non-Profit)

Description	Represents an organization that assists adolescents by increasing their experience, providing connections for opportunities, and enhancing their self-confidence to help them flourish in school, career, and life.
Composition	19 members; 9 women/10 men; 7 minority members; (5 minorities are women); Ranked 4th on diversity in the sample (74%)
Motivation for Diversity	Dominant internal motivation to be diverse (ethnic, gender, diversity of experience and diversity of background), but heavily influenced by external motivation of social-class diversity and social-movement-focused (BLM)
Human Capital	Strongest Sources: Professional Background: Diverse experience, human resources, management, finance, banking, transportation, real-estate Expert Knowledge: Global business, law, programs, upbringing as a woman Cognitive Attributes: Diverse viewpoints, leadership viewpoint
Social Capital	Most Significant Connections: Valuable Network: Board, industry, community, and diverse Board Access: Corporate sponsors, referrals, recycle
Interactions	Emotional Contributions: Appreciative, compassionate, concern, genuine, humor, passionate, sensitive, supportive, thoughtful Patterns of Interaction: Active participation, contributes technical information, contributes topic-related information, diverse contribution, doer, inclusion, team player
Board Effectiveness	Moderately-High Effective (4th Most Effective): Primary capabilities are connecting the organization to the external environment, monitoring compliance with regulations, performing research, providing information and advice, securing resources, strategic planning, succession planning, and mutual respect. The majority of the nineteen board members were very active, engaged, and they all had valuable connections that contributed to the board’s effectiveness. Their efforts aligned with the organization’s strategic plan that outlined six goals to propel their expansion of services to more schools and industries. This board would be classified as highly effective as they run everything by the book, meet regularly, and have extra sessions for strategy meetings. All members had a mutual respect for each other and the CEO. Limitations... However, there appears to be a disconnect with the organization’s mission due to a heightened focus on fundraising versus the kids in the community. The board is also not as diverse as it should be so it would be beneficial to add younger members to reflect the members they serve. Thus, it is rated moderately effective. Board Style: Certifying/Engaged; Legitimacy: Mutual Respect & Defined Board Roles
Organizational Effectiveness	Moderately-High Effective (4th Most Effective): Social and Reputational Outcomes: Strengths are decision-making, customer satisfaction, being efficient, adapting to incremental change, innovation, and company recognition. In 2019, 71 employers hosted a record number of interns. In 2020, the organization was recognized by Manpower Demonstration Research Corporation (MDRC) for setting an example for virtual career based learning. Financial Outcomes: Organic growth, funding opportunities, financially sound, profitable. During COVID-19, the industry connections offered support resulting in a financially sound organization during uncertain times. Weaknesses: There needs to be a better reflection of the community by having members of the community serve on the board so the members can have a better connection with the students

Overview

The Education Services Board was categorized as moderately high and transitioned from a certifying board style to the board members being more engaged during the crisis. Of

the 19 members, nine were women and ten were men. The ethnic makeup included seven minorities (five women). Of the six boards, this board was the fourth most diverse, with a ranking of 74%. The board members contributed to seven of eight board capabilities. They also contributed to the fourth highest amount of human capital, social capital, and interactions during the boardroom meetings. The members had mutual respect and had a clear understanding of their board responsibilities. This board had strong industry connections, which provided resources and donations to further their cause. There were a few limitations with this board as some of the members highlighted what appeared to be a disconnect with the firm's mission due to a heightened focus on fundraising versus kids in the community. Some members also noted the board is not as diverse as the community they serve, so adding younger members would be beneficial to have a better connection with the youth. These limitations contributed to the board being ranked fourth among the boards observed. The firm remained financially sound and profitable during the uncertain economy in 2020.

Motivation for Diversity

The board primarily demonstrated an internal motivation to diversify in terms of ethnicity and gender; however, they also demonstrated motivation for background and experience. One member explained the board program with gender, race, and experiences:

I think that the board should represent the program itself, and the area in which the program is being run. So, there is a connection. I think people like the individual experiences. Not that it is always true, but if you don't have diversity among the board members, it could lead to the statistics or...It just could be that you are missing out on different experiences and perceptions and knowledge and skill sets if you do not look at the person's gender or the person's race or whatever.
(BM B, Caucasian Female, Education Services Board)

Another member elaborated on how the diversity of background and experiences was important because it made an organization whole,

I think it is important because everyone brings a different background and set of experiences that help to make up the organization as a whole. And when you are talking about students, no student's background is the same, along with board members. And it is important to find those connections or relevant experiences to be

able to share, to make our students comfortable, make them open to learning, open to receiving some of the help that we are trying to give them. And if you have a board that's not diverse, I think it makes it much more difficult to speak to the students and to help them learn and bring them in to participate.
(BM L, Caucasian Male, Education Services Board)

Another member mentioned it was crucial for the board to have minorities represented that are reflective of that community:

Everyone is unique...it is looked at in terms of gender, and ethnicity, and sexual orientation, and ability/disability, geography. I would say diversity is just different [perspectives], experiences, and backgrounds that we all bring to the table. ...The population that we're dealing with [is] a heavily underrepresented minority population, and I think it is great for those students to be able to see people who look like them. I think it is important from their point as well...just to bring in a different approach. Bring a different perspective to some of the issues that we have to deal with as board members. (BM II, African American Male, Education Services Board)

Although the board was primarily characterized by internal motivation for diversity, there were indicators of external motivation, such as social-class diversity. One board member described the importance of having members on the board who were from the same community as the students they served because they were inclined to be more sensitive to the economic environment of the people:

...so, I think it is needed on the board [because] people from those populations have a better understanding of those populations, but...as we're out there as board members representing the organization, I think it is great for those students to be able to see people who look[s] like them. I think it is important from their point [of view] as well.
(BM II, African American Male, Education Services Board)

Another external motivator expressed by members was the added pressure from social movements. The most recent event was the BLM movement that heightened awareness of racial issues and forced the board to review their diversity, as the lack of diverse members could impact their financial outcome as organizations refuse to do business with them.

Human Capital

The board members had a diverse selection of careers representing the professional backgrounds code that contributed to their high personal range of human capital: human resources, management, organizer, finance, banking, transportation, and

real estate. One member described how their professional background helped the students prepare for college and life:

So, we have a pretty diverse board when you talk about backgrounds. We have people that are in finance, so they bring a strong financial background and what it comes down to the P&L's and our accounting, they are very strong. We have people that are in government, they worked for politicians and whatnot. And so, they have connections that help our students get internships or work within government. And then we have some entrepreneurs that own their own business which is important
(BM S, Caucasian Male, Education Services Board)

Another member spent 15 years in HR, so she was a huge asset based on her professional background. She had extensive knowledge to assist with essential HR functions of the organization, including the diversity and inclusion training the board planned to administer:

I can help them get a lot of their day-to-day stuff done. I know they do a lot of interviewing, resumes, [and other things] they do within the organization. Just helping them with their actual job descriptions and discipline [because] they do not have an HR person, so I help them with [that] stuff all the time.
(BM B, Caucasian Female, Education Services Board)

One member depicted his expert knowledge when he utilized his previous experience with student services, diversity, and inclusion to guide the board with 'programs':

The bulk of my experience had been in college career services, student services. After that, I got into college recruiting...also did some diversity and inclusion work, and then had a short stint working for a non-profit for probably about a year or so.
(BM II, African American Male, Education Services Board)

One member discussed the importance of having women on the board and making sure the board stays diverse, exemplifying 'upbringing as a woman'. Members listened to her words and appeared to trust her diverse point of view: "Before we dive into the plan to incorporate the DEI program at the governance level, I wanted to share my experience as a woman and why I feel it is important this board stays diverse" (BM L, Caucasian Female, Education Services Board).

There were several minority members on this board demonstrating various aspects of the cognitive attributes code. The members offered diverse viewpoints, so this code displayed

how the board approached certain programs specific to assisting students: “I will say definitely diverse board members certain[ly] bring... I would say just maybe a diverse perspective, just a different way of looking at things” (BM II, African American Male, Education Services Board).

Social Capital

Like the other boards, a code that stood out among the members of this board was their distinct social capital. The board members presented their diverse network, which was an asset to the board, as evidenced by its ability to leverage fundraising and other resources were provided to the organization. One minority member mentioned he had a Rolodex of contacts from various industries for the students to access:

I would say definitely my Rolodex of contacts is a big part of my contribution. My professional network, just being able to have contacts in different industries. They are looking to connect their student populations to careers in a variety of industries, and so fortunately, I have contacts across industries.... I tap into those contacts from my role with this board.... I think it is probably benefited the board by just seeing an example of how a board member can leverage their professional contacts to help. My ability to be able to use my industry contacts, and to get them to volunteer and provide financial support.

(BM II, African American Male, Education Services Board)

The members also consistently networked with members from similar companies illustrating ‘industry connections’. These firms allocated resources and donations to the organization:

But when you put it all in perspective, I think the greatest resource of that program is really the industry partners that sit down with the students face to face and do coaching and all that other stuff. When you think about social capital, a lot of, or even just giving time. We used a lot of our managers, and you included [to] help support the organization. I have actually contracted out with some of our HR managers to do speaking engagements and some coaching as well for them.

(BM S, Caucasian Male, Education Services Board)

The members’ social capital also proved fruitful because it was their network that ultimately resulted in their board seats. All 19 board members were referred to the board by another member. Said one member,

I think it had really to do, number one, with the relationship I had with the CEO. I had been very supportive for probably about three or four years prior to being invited to

join the board. I think that was definitely one reason, [and] I had a track record of supporting them. (BM II, African American Male, Education Services Board)

One important phenomenon that emerged, within the board access category, on this board was ‘corporate sponsor’. The code emerged reflecting some of the members whose organization donated money, provided resources to the organization, and referred one of their company employees to a seat on the board:

Yeah. So [Company 65] at the time was donating a significant chunk of money between \$25,000 and \$50,000 a year. And, plus we were putting in a lot of social time basically sweat equity from our managers.
(BM S, Caucasian Male, Education Services Board)

These codes demonstrated important channels by which minority and women gained access to the board. These channels also serve as a means for members to overcome challenges associated with systemic racism.

Interactions

During the observations, all members were highly relaxed and personable during boardroom meetings, which appeared to result in making everyone feel comfortable. Distinctions were made in coding between socio-emotional or task-based contributions to the board (Gorse & Emmitt, 2007), but findings also revealed that as members participated in socio-emotional communication. This assisted the board in moving through numerous phases of task-based discussions to achieve their desired outcomes

This board was characterized by several vital codes within the emotional contributions and patterns of interaction categories. During the initial observation, some members were in the conference room, others called in, and some were absent. The codes appreciative, compassionate, humor, and passionate reflected the emotional contributions of these members. Board Member “L” was amiable and displayed solidarity with the members when she laughed and sang Happy Birthday to the members with September birthdays: “Good morning. All right. Well, we have one, if not two birthdays this month” (BM L,

Caucasian Female, Education Services Board). Board Member N was very direct. He demonstrated the code of genuine when he expressed, “I have been impressed because over the years the program has progressed tremendously, so I appreciate and value each individual” (BM N, Caucasian Male, Education Services Board). He was due to end his term, so Board Member L illustrated ‘appreciative’ as she expressed her gratitude for all the help he provided to her over the years: “He mentored me and helped me along the way when I first started” (BM L, Caucasian Female, Education Services Board).

There were eight codes that depicted the board member patterns of interaction: contributes technical information, contributes topic related information, honest conversation, listening, inclusion, open-minded, team player, and trusted diverse voice. All members did not actively participate but demonstrated ‘critical listening’ as other members spoke. Fundraising was this board’s primary focus as it was the foundation for this firm. Board Member U and Board Member L appeared to be experts as they were highly knowledgeable in this area, which was beneficial for this non-profit organization. The members gave eye contact and actively listened when they spoke about fundraising, illustrating ‘contributes technical information’ and ‘contributes topical information’ when updates were provided, or the members had discussions that focused on regulations for fundraising. This was highly beneficial for the board because the non-profit organizations have strict fundraising guidelines. When Board Member L spoke, all members actively listened, gave eye contact, and participated, illustrating ‘inclusion’. She engaged the members: “I am really interested to hear what all of you think or if anyone has any suggestions” (BM L, Caucasian Female, Education Services Board).

The second observation was conducted during COVID-19, when most organizations were struggling financially. Board Member N demonstrated ‘honest conversation’ when he questioned the CEO about fundraising during COVID-19, and her response demonstrated

'passionate' when she responded, "This is still a time to ask for fundraising due to the extraordinary times the students are in need of assistance more than ever" (O, Caucasian Female, Education Services Board). During my second observation, the nation was amid the BLM movement, and the CEO was passionate for the board to establish a Diversity, Equity, and Inclusion (DEI) program. Three critical codes characterized this board during this interaction: team player, inclusion, and open-minded. The board members were challenged to be objective and think about how they could successfully increase diversity. The CEO emphasized the importance for the organization and asked for suggestions specific to the wording of the program so it could be promoted online. Board Member Q was the head of the DEI task force. He asked topic related questions and for volunteers to assist with getting the initiative off the ground: "We need people to do research, analyze diversity, address the barriers, and work on the inclusion piece" (BM Q, Hispanic Male, Education Services Board). Board Member L chimed in on the discussion, "What is our board missing? Are we missing a special skill, ethnicity, anything" (BM L, Caucasian Female, Education Services Board)? Two significant codes emerged when Board Member L provided personal information specific to diversity: diverse contribution and trusted diverse voice. In addition to contributing to the DEI task force, Board Member II brought much passion to the board because he had a desire to help young people, which was a tremendous asset because his passion aligned with the board's mission to prepare students for a better life:

Yes, my passion is something that I have personally contributed. I would say my passion for helping young people out, supporting them with their career preparation, has definitely been a strength. I am an idea's person. I create ideas, and so I think that my ability to generate ideas has definitely been a strength as well for the board.
(BM II, African American Male, Education Services Board)

The interactions among these members were relaxed and friendly. All members did not attend the boardroom meetings, but those that were in attendance actively listened and were team

players. The members were inclusive and open-minded during the critical moments the nation faced which aided the board effectiveness during crucial decisions.

Board Effectiveness

In comparison to the other boards, this board had a moderately-high effectiveness and was considered the fourth most effective board. The members toggled between a certifying and engaged board style. The members initially endorsed the CEO as they were informed about the performance of the firm and completed tasks at the direction of the CEO, but during COVID-19 and the BLM movement, the members became more engaged and altered their style by providing insight, advice, and support on the key decisions during the unstable environment. The members practiced Duty of Loyalty as they acted in the firms' best interest and most members adhered to Duty of Care as they were well engaged and informed of all aspects of the firm. Coinciding with prior conceptual work, the composition of the board resulted in a wide variety of knowledge, which improved information exchange, and increased team effectiveness (Tasheva & Hill, 2019).

This board was characterized by codes such as connecting the organization to the external environment, monitoring compliance with regulations, performing research, providing information and advice, secure resources, strategic planning, and succession planning. This illustrated the board capabilities that contributed to the board's effectiveness. This board was considered high performing as the majority of the 19 members were engaged. Members felt the board was doing a good job because they were active, met regularly, and were influential with the success of the staff:

I do feel like we are a high performing board. We meet very regularly, I would say we are actionary in it, and we do try to hold each other accountable, and I feel that our board has been very influential in the success of the staff. We are very active, and we are called on to be active board members. We are definitely not a passive board. I think we are, just from what little knowledge that I have of other boards, and just my personal experience with the board; I do consider us a high performing board.
(BM II, African American Male, Education Services Board)

One member actively illustrated ‘performs research’ to support the organization’s efforts on diversity and inclusion:

I would say the DEI research that I did, well, let me think here for a moment because I did not really have to be a minority to do research, but I would say being a minority really did fuel, I think, my interests in doing that research. I raised my hand, because I was not asked to do this, but I did raise my hand and volunteer[ed] to do some research to support some of their DEI efforts. And so yes, I would say being a minority influenced my willingness and desire to do that, yeah.
(BM II, African American Male, Education Services Board)

The board collaborated well with the organization and the codes, provided information and advice and strategic planning, demonstrated that they contributed to keep the organization updated as they planned to fundraise during COVID-19. The CEO discussed how the members needed to secure resources to generate a diverse collection of funders and the team exchanged ideas and strategies specific to capturing funds:

The next fiscal year really is an unknown, but we have some ideas and some strategies to go about trying to capture whatever funds there are. ...It is probably going to be contracts as opposed to corporate sponsorships and individual philanthropy.
...Corporate sponsorships are always going to need to be important to us because that is just who we are. So, we cannot let up on the pedal anywhere, but we can really nurture and cultivate a diverse array of revenue generation.
(O, Caucasian Female, Education Services Board)

Board Member L appeared to be monitoring regulations and compliance for fundraising as she was well-versed on the topic. During the board meeting conversation, she demonstrated ‘contributes technical information’ as she provided information and advice to the board specific to the do’s and dont’s of fundraising.

‘Succession planning’ was discussed on various occasions for the CEO and board members. During one of the interviews, a member mentioned how the board had previously discussed needing a succession plan in place for the current CEO: “I know on occasion we have talked about the need to have a succession plan in place for our current CEO” (BM II, African American Male, Education Services Board). During a boardroom observation that

was held virtually over Zoom, Board Member U discussed succession plans for board members:

Okay, so for the board, we have two recommendations. The first is BM R. And she has excellent experience. Her bio is on the screen. She is 26 years into the logistics maritime industry. She is also a proud recipient of the 2020 Bill Steiner Memorial Leadership Award. She comes highly recommended and has very been involved over many years. (BM U, African American Male, Education Services Board)

Beyond board capabilities, another indicator of board effectiveness was members having a clear understanding of their defined roles and demonstrating ‘mutual respect’, illustrating how the firm’s CEO and staff treated the members of this board. This confirmed the legitimacy of the board. During an observation, one member was at the end of his term and thanked the board and CEO as he explained how he was impressed with the firm’s progress:

I really want to thank the CEO and the board. [This has] really grown into an incredible organization. And helping the students, I have been able to see that. ...I think the experience gives a lot more to the people that can participate... I would add quickly that I am so impressed with what has occurred from a vision...20 years ago and more to saying where the organization has gone, what a team. Amy and staff, such a strong group, such leadership, board members, friends, comrades, colleagues and creative thinkers, everyone. (BM N, Caucasian Male, Education Services Board)

There appeared to be a strong sense of trust among the board members and management of the organization because they all worked well together as they focused on the mission and vision for the betterment of the youth in the community.

Further, archival data was reviewed to determine if the board aligned with the organization’s strategic plan that outlined six goals to propel their expansion of services to more schools and industries:

The goal of the board is to generate 100% participation among 19 board members, anticipate an overall GIVE goal of \$20K, and a collective GET goal of \$200K by working closely with our development team.
(O, Caucasian Female, Education Services Board)

The strategy outlined six specific ways the board of directors would achieve their goal: establish a fund development committee, hold monthly fundraising committee meetings/calls, develop individualized fundraising strategies for each board member building on individual

strengths, connections, and commitment levels for the sustainability of goals, align committee tasks with the 20th anniversary fundraising campaign, provide continuous training on the Circle of Philanthropy steps at board meetings, and report fundraising progress at each board meeting. A fundraising progress update was provided at a board meeting, and the members were doing an exceptional job as they were near their ‘Give’ goal and already exceeded their ‘Get’ goal by well over \$120,000.

However, despite this evidence of board effectiveness, there was some indication of a disconnect with the organizational mission; hence, the reason for the overall consideration of this board as only moderately effective. Given such a strong focus on fundraising, some of the members felt the focus was more on the money compared to the students:

...And I feel like we are great at administering the non-profit and the organization and raising money and networking. But at times we forget that [it] is the students at the end of the day that are the most important resource really for us in this organization. And putting the time into making sure that they have the resources and the secondary education and the FaceTime with our industry partners so that, and the internships and everything else. The trainings and the trips and all that stuff that is the most important part of the organization. (BM S, Caucasian Male, Education Services Board)

An important finding was that members attributed this disconnect to needing more diversity on the board: “I think we are probably hindered because our board may still not be quite as diverse as we would like. I think that is the only thing I could say about that in terms of hindrance” (BM II, African American Male, Education Services Board). While another board member associated the disconnect with needing more diversity specific to age: “We need more younger people. Which we got the one gentleman I told you early on, he has got to be in his early twenties. So, I think age-wise, I think otherwise I think we have a good mix” (BM B, Caucasian Female, Education Services Board).

Overall, the board members were sensitive to the diversity gap and heightened the awareness of the need to increase diversity to ensure their board was reflective of the community they served. The board members appeared to trust and respect the different

viewpoints of the members, with the hope of increasing sensitivity towards the students they were serving:

I know that there has been a concerted effort to diversify the board. I think it is particularly ethnic, race wise, so that definitely has helped because as you get more minorities on the board...we serve a minority population primarily, that is definitely going to help us because there is going to be maybe a greater sensitivity towards the students that we are serving. ...I think the more you get in board members who look like the populations we are trying to serve, chances are there is going to be a greater sensitivity, and maybe more diverse ideas and approaches to how we deal with the population. (BM II, African American Male, Education Services Board)

Firm Effectiveness

The organization represented by this board was moderately-high performing in comparison to the other organizations in the sample, resulting in the fourth most effective board. Seven codes portrayed the social and reputational outcomes, which were evidence of the firm's effectiveness: effective decision-making, customer satisfaction, being efficient, adapting to incremental change, exhibiting innovation, company recognition, and the makeup of employees as a reflection of the community. The codes 'efficient' and 'decision-making' demonstrated the board members' ability to produce results quickly. One member discussed how there were new challenges ahead, and society was different due to COVID-19, but with 'innovation' and 'incremental change', every board member and staff added value resulting in 'customer satisfaction':

And what we do there will create its own buzz, and suddenly we will have contributions coming because of that new excitement... And that is the kind of vision, creativity, flexibility that everyone here, board members, staff alike brings to add value and opportunity for students, some of whom have not thought much outside of home and school suddenly have a new world opening up because of this team. So, thank you all. It is a great opportunity and a great place to be.
(BM N, Caucasian Male, Education Services Board)

During this study, the organization, with the aid of their social capital connections, helped nearly 6,350 high school students. In addition, as reflected in the code 'mentor', 224 students were supported by 43 industry connections and 94 students were paid for participating in virtual internships. Even during COVID-19, the industry connections found ways to support

the organization. ‘Recognition’ was afforded to the organization based on the board’s diverse experience, coupled with a passionate community and industry network contributing to a 97% graduation rate. In addition, 90% of the students from the marginalized communities planned to attend college.

Four codes represented the financial outcomes of the firm, illustrating how the organization was high performing through organic growth, with many funding opportunities resulting in the organization being financially sound and profitable:

Absolutely. We are very high performing. If you look at our year [over] year performance, when I got there and we were pulling in maybe \$500,000 a year, now we pull in 2.5, almost 3 million a year. So, we have seen year on year growth that we have a very detailed strategic plan.
(BM S, Caucasian Male, Education Services Board)

The code ‘financially sound’ described the strength of the company’s cash flow which was considered strong. The code ‘funding opportunities’ depicted one way the company became financially sound, resulting in a surge of corporate donations. The code ‘profitable’ reflected the status of the firm due to the active participation of the board members during the uncertain times: “I mean, the long and short of that is cash position is very strong despite COVID-19, and I think some of the implications it has had for other organizations. For at least the remainder of this year, the organization looks very healthy. And I think that is incredible news” (BM L, Caucasian Female, Education Services Board).

The CEO and the staff recognized these were uncertain times and strategically planned accordingly: “We have been extremely conservative, so we are in great shape” (O, Caucasian Female, Education Services Board). Regardless of COVID-19, the CEO took a deliberate approach, and illustrated how she felt ‘confident’ when she convinced the board that organizations would still contribute; hence, she discussed how her team would be cautious, but they still were going to plan a fundraiser for the fall: “What I sense here is a desire to do something a caution as to going out too soon with the public announcements, but

plan accordingly. And that is something that we all can do” (O, Caucasian Female, Education Services Board).

Summary

Overall, the board members’ dedication and a robust diverse network helped the organization capitalize and strengthen the firm’s connection to the external environment, resulting in a financially sound company even during the uncertain time. During the observations, the CEO complimented the board members and thanked them for being a group of leaders who had been so dedicated to the organization:

I will kick it off in that, as an organization and a board [we], have evolved over these last 20 years, but over the past five or six years, [we have] really focused on building out really good board governance and board development. We participated in the alchemy leadership training...And part of that good governance does require that we focus and stay true to term limits. And what a happy problem to have is that we have had such a long-lived board, a group of leaders who have been so dedicated that they term out. (O, Caucasian Female, Education Services Board)

City Board (Public)

The City board is classified as public and is established to oversee the management and operations of [Company 80], which is among the largest in the Maritime Industry. Since 2000, the organization has been ranked number one in the United States. This organization is the nation’s busiest gateway for international trade in the western hemisphere. It handles diverse commodities that encompass everything consumers need and want. The organization is a department of the City of Los Angeles, and the board is appointed by the Mayor of Los Angeles. The organization is a major economic driver at the regional, local, and national levels. It generates a significant number of jobs and tourism in Southern California. Table 6 gives an overview of this board.

Table 6

Overview of City Board (Public)

Description	Represents the largest entity in the Maritime Industry in the United States and is classified as the nation’s busiest gateway for international trade in the Western Hemisphere.
Composition	5 members; 3 women/2 men; 2 minority members (2 are women); Ranked 5th on diversity in the sample (60%)
Motivation for Diversity	Dominant external motivation that is regulatory-focused, internal awareness for diverse perspective but has minimal influence on the selection
Human Capital	Strongest Sources: Professional Background: Attorney, banking, global, private equity, realtor, engineer Expert Knowledge: Executive, global business, law, union, upbringing as a woman Cognitive Attribute: Assertive, different viewpoint
Social Capital	Most Significant Connections: Valuable Network: Community, industry, overseas, political, stakeholder connections Board Access: Recycle and Referral
Interactions	Most Significant Interactions: Emotional Contributions: Appreciative, compassionate, empathy, genuine, humor, sensitive Patterns of Interaction: Active participation, contributes technical information, contributes topic-related information, diverse contribution, facilitator, inquisitive, listening, open-minded, trusted diverse voice
Board Effectiveness	Moderate Effective (5th Most Effective): Primary capabilities are connecting the organization to the external environment, observing and controlling executives, providing information and advice, monitoring compliance with regulations, strategic planning, and succession planning. The members provide governance and set policy for the largest entity in the Maritime Industry. The members have a clear understanding of their defined roles as they handle budgets in access of a billion dollars. Limitations: The board was less engaged as they trusted the management decisions and carried out the traditional board method of “nose in, fingers out” which was beneficial in the past, but boards in today’s climate need to be more engaged. This board had the potential to be highly effective, but there were concerns and comments in during the observation that highlighted their commitment to the community. Board Style: Certifying; Legitimacy: Defined Roles
Organizational Effectiveness	Moderately-High Effective (5th Most Effective) Social and Reputational Outcomes: Strengths were efficient, firm recognition and profitable. In 2019, the Government Finance Officers Association presented the company with the Certificate of Achievement for Excellence in Financial Reporting for their comprehensive annual financial report for the fiscal year. During COVID in 2020, the entity established a world record for production of 33,275 twenty-foot equivalent units (TEUs). Financial Outcomes: Financially sound and profitable. The financial highlights for 2019 showed their current assets exceeded their current liabilities by \$742.2 million. The entity received a Fitch Rating of AA, reflecting the company’s strong market position with resilient revenues from long-term contractual guarantees that were sufficient to cover both the outstanding senior debt obligations and the subordinate TIFIA loan when issued. Weaknesses: Economic hit and operational disruption revealed the firm was not as resilient during COVID because they experienced an 11.6% decrease in volume by the middle of the 2020 year and 20% market share.

Overview

The City board was categorized as moderate performing, but the firm was classified as moderately-high. There was a total of five board members and they serve a five-year term. The gender makeup was comprised of three women, which includes the chair, and two men. The ethnic composition consists of three Caucasian members and two minorities (Asian American and Hispanic females). This board had the second least amount of diversity (60%) compared to the other five boards. The board style was deemed certifying as the members trusted the management team. The members contributed to six of eight board capabilities. They also contributed to the fifth number of codes specific to the human capital, social capital, and member interaction themes. They had a clear understanding of their board responsibilities, and they utilized the traditional ‘nose in but fingers out’ approach. Due to the nation’s COVID-19 crisis, boards that did not adjust from a certifying to a more engaging style appeared to be less effective because the emergency required members to immediately immerse with the decision-making process. This firm was negatively impacted by COVID, but it will bounce back with time due to the nature of supply and demand.

Motivation for Diversity

The board was heavily influenced by external motivation to increase diversity as was shown by the code ‘regulatory-focused’. The board members were appointed, and since this board was classified as a public board it had to adhere to California laws, which specify the number of women and minorities that are required to serve on boards. One member mentioned, “[Person F] is very proud whenever he introduces our board...He is very proud of the fact there are three women on our board. So yeah, that is a very big deal in terms of women in city government, and also diversity” (HH, Caucasian Female, City Board). This board followed the regulations based on the legal requirements for diverse membership.

The code that represented the internal motivation for diversity was ‘diverse perspective’ and reflected the significance of having more than one group of people from the same environment to create new conversations:

...I think diversity is important...to any work environment, any team. You have to have a team that brings a lot to the table. It is not just diversity of background but a diversity of experience, diversity of knowledge, diversity of education, diversity of, I mean, just understanding. Having a team that is going to bring such a different perspective and be able to. If you have a bunch of folks that are from the same neighborhood, they are probably going to think the same. But if you bring in a broader scope of people from across the city together, things are going to come up in conversation that you didn't even think of. (BM KK, Caucasian Male, City Board)

Human Capital

All five board members offered a high personal range in human capital specific to their broad education and most had diverse professional backgrounds from more than one industry: attorney, banking, private equity, realtor, and engineer. One member helped shape specific questions in the boardroom to aid with boardroom decisions; the code ‘attorney’ illustrated her professional background:

I joined the National Lawyers Guild, and the first couple [of] years, I had what was then called a community law office, which is to say a storefront. I mainly represented active-duty military resisters who were protesting the war. I did that for my first two years, from '71 to '73. I then moved back to Michigan and practiced with a firm in Michigan from '73 to '78. By the time I left the firm, I was the managing partner, and I was the person that did the most bar association work, mainly interfacing with the National Lawyers Guild, the National Conference of Black Lawyers, and the legal association. (BM HH, Caucasian Female, City Board)

For most of her career, she represented longshore and shipyard workers; thus, the code ‘union’ emerged that illustrated her expert knowledge along with the clients she represented. Having this knowledge coupled with being an attorney was beneficial to the board when they were presented with union issues:

For the bulk of my career, 40-plus years, all I did was represent injured longshore and shipyard workers. So, needless to say, over the course of those 40 years in representing over 7,000 individual workers, I learned a great deal about the shipyards and longshore and the maritime industry. I mean, I came on the board and immediately knew about shifts, about cargo handling, about breakbulk. I will tell you

that more than one judge referred to me as the most knowledgeable attorney on the West Coast about longshore claims. (BM HH, Caucasian Female, City Board)

One member described his professional career and the code ‘engineer’ reflected his expertise: “My real job is at [Company 4] and I build satellites for a living. So, I am in El Segundo, the old [Company 5]. So, I have been in El Segundo 30 years, building, testing, and launching satellites” (BM KK, Caucasian Male, City Board). He worked all over the world, so the ‘global business’ and ‘executive’ codes described his perspective and customer dealings:

I have been all over the world, and I work in a global business as an executive, and so I have a global company as an executive, and I have different growth experience.... I have been able to bring that perspective into the position because [Company 15] is dealing with customers all over the world as well. So, there is some things about culture and understanding there that I think I bring.
(BM KK, Caucasian Male, City Board)

A code that reflected the cognitive attribute was ‘different viewpoint’. The members offered unique contributions resulting in different viewpoints that described the influences they brought to the board: “One, my knowledge of [Company 15] operations. Two, being a longstanding political community activist..., with all the connections and everything else that brings. And three, the general what I would call transferrable skills an attorney brings to any board they sit on, you know” (BM HH, Caucasian Female, City Board).

Social Capital

The members on this board had a high personal range of social capital. They served on multiple boards, or someone mentioned their name when a board was searching for a member; thus, the codes ‘recycled’ and ‘referral’ reflected how the members were selected for the board. One member described the multiple boards she sat on during her career depicting ‘recycled’:

Now, those were the two city commissions. In addition, I served on the board of [Company 7]. I was on the board of [Company 8] for six years and was the board president for three years. I co-founded, along with the international president of the [Company 9] Union, [Person D], we co-founded the [Company 10]. I started my own foundation, called the [Person E] Foundation, so there is a lot to talk about with all those things. (BM HH, Caucasian Female, City Board)

‘Referred’ illustrated how another member discussed how he was asked to sit on boards:

But when it was time for [Person F] to run for office and the others, [Person G], there was a big question: Will you put three folks on the [Company 11] that are local? And so, I was one of them, and I think the big push for me being on that board was really focusing on waterfront development. So, it was a combination of things, and I think my resume and my representing the local community that was a good fit there.
(BM KK, Caucasian Male, City Board)

A code that stood out among the members of this board was their ‘valuable connections’. The strongest connection for all members was illustrated by the code ‘industry’ because the members constantly tapped into these resources for information for the board:

Through running for city council, through my longstanding friendship with [Person D], through representing thousands of longshoremen, many of whom were elected to office, so I knew all the leadership of [Company 9]. As well as the Masters, Mates and Pilots and the Inland Boatman’s Union. I mean, these people were all close personal friends, so externally I would say it was my connection to Harbor area labor unions. ...One of our most important stakeholders is [Company 9], so obviously I bring that connection and knowledge to the board.
(BM HH, Caucasian Female, City Board)

One member was local to the area and, as a result, he was able to contribute local information to the board; thus, the ‘community’ code illustrated his strong ties:

Well, you can see from my community resume, I have a lot of community ties, and I think I got... Back then, there was a push to get three locals on the Commission. People talk to me a lot. And it depends on where I am at, so I get a little piece of everything, and yeah, I think they have benefited from that.
(BM KK, Caucasian Male, City Board)

A strong influence and connection for this entity was the code ‘political’ because one member’s network had a strong impact on decisions since they were in a heavily regulated industry, especially during COVID-19:

I ran for L.A. city council in 1993, and that started a lifelong relationship. In 1993, one of the five Democratic candidates along with me was [Person H]. ...Over the course of the next 25 years, we became very close.
(BM HH, Caucasian Female, City Board)

Interactions

I observed the interactions among board members during two meetings that were held over Zoom due to COVID-19. The sessions were extremely professional, yet dry. Several

codes are descriptive of the board, to include ‘emotional contributions’ and ‘patterns of interaction’ categories. There were five codes that portrayed the board members’ emotional contributions: appreciative, humor, empathy, compassionate, and genuine. During one session, the group had to work through some technical difficulties throughout the meeting; however, the sessions ran smoothly for the most part. The members were alert, most spoke in a monotone voice, but all paid close attention when each member spoke. All members leaned forward, their eyes were on their screen, or they were taking notes.

Board Member V was the chair of the board. She was dominant, serious, direct, and organized. She appeared to be task-oriented with a no-nonsense persona. She demonstrated the code ‘humor’ when she laughed as a member was having technical difficulty, which lightened the mood: “Come on BM PP. You can do it” (BM V, Asian American Female, City Board). The laughter released some tension during the meeting and you could see the members relax their shoulders once she laughed because they themselves chuckled. She was structured, spoke clearly as she kept the meeting moving, focused on the tasks presented, and while she spoke members paid close attention as she progressed through the agenda items. Each meeting was convened in memory of someone who passed away; thus, the code ‘empathy’ depicted the emotion:

Thank you, good morning, everyone. Today we convene this meeting in memory of [Person W], a former president of Board of [Company 11] and an early advocate of renewable power, who also served as an energy advisor under three United States Presidents. [Person W] recently passed away at the age of 94.
(BM V, Asian American Female, City Board)

During an observation, one member appeared grateful for the material that was presented and the code ‘appreciative’ demonstrated his gratitude:

“That is great to hear. I appreciate that, too. If there is anything we can do with that, the Cost Committee, please let us know. And again, thank you for everything that you have done. We truly appreciate your leadership. Thank you.
(BM X, Caucasian Male, City Board)

He complimented the presenters and, when he spoke, all members actively listened by watching on their computer screen. Board Member AA was very appreciative and constantly complimented the staff on their reports; thus, the code ‘compassionate’ depicted her kindness when certain topics were discussed: “As always, [Person X], thanks. Every meeting, it gets better and better. Obviously doing a fabulous job, and I know you have recognized the team that is helping” (BM AA, Caucasian Female, City Board).

There were seven codes that reflected the members’ patterns of interactions: active participation, team player, inquisitive, facilitator, listening, contributes technical information, and contributes topic-related information. Board Member V encouraged members who worked together; thus, the code ‘team players’ demonstrated their collaboration: “Thank you. Any questions? Great tag-team effort on the report by the way” (BM V, Asian American Female, City Board). ‘Active participation’ was illustrated by what the other members did when she spoke, either facing the camera or taking notes. Board Member W, more than once, turned his camera off so we were unable to see him. This seemed to be indicative of his lack of engagement because his contributions to the meeting were limited. This behavior was difficult to read during the Zoom session because it was unclear if the person was ignoring the members’ contributions or if they were experiencing technical difficulty.

Board Member AA was the most active and the codes ‘inquisitive’ and ‘contributes topic-related information’ were reflective of the questions she asked as she utilized her diverse experience to formulate questions to spark open dialogue among the members:

Two specific questions — on the slide on import cargo, most of those numbers were understandable, cruise, auto, and so on. To what do you attribute the downturn in steel of almost 70%? Is it [the] construction being held up, the manufacturing? Why is that down such a large number? (BM AA, Caucasian Female, City Board)

‘Genuine’ was used to describe Board Member W and the codes ‘provides technical information’ and ‘facilitated’ represented how he suggested information should be presented so the audience could have a better understanding of the data that was presented:

Yes, I do have one. You talked about the 20% loss of market share. Is it possible to translate that into [the] numbers of jobs in Southern California? It might be helpful and more meaningful to folks who are listening.
(BMW, Caucasian Male, City Board)

He did not participate often, but when he did, he provided information on the budget or a committee update. All board members were facing the cameras; thus, the code 'listened' described their engagement when he spoke.

The overall interaction among the members was succinct and to the point. The members were knowledgeable and cognizant of the events that had a significant impact on the supply chain distribution. The chair was a woman and all members actively listened when she spoke and did not deviate from their governance roles. Altogether, the interaction from the members on this board had limited influence on board effectiveness.

Board Effectiveness

This board was considered fifth specific to performance compared to other boards. It performed moderately as it practiced a certifying board style and the members remained in their governance roles. They practiced the 'noses in but fingers out' approach as the members empowered the management team and lived up to the Duty of Loyalty as the shareholders were always in their best interest. They performed most of the monitoring and resource provision functions to contribute to the boards' duties and responsibilities, consisting of connecting the organization to the external environment, provide information and advice, observing and controlling executives, succession planning, monitoring compliance and regulations, and strategic planning. During a boardroom observation, one member spoke of the commitment to the community; thus, the 'connecting the organization to the external environment' code displayed the continued efforts from the members:

I just wanted to thank the court and staff, engineering, everybody on continuing a commitment to the community with the demolition of the tanks in Wilmington for the development of the Wilmington waterfront. There is a lot of questions in this time, whether or not we are continuing our commitment to the community, but once again,

we demonstrate that through action. So again, thank you to everybody involved and truly appreciate the efforts. (BM X, Caucasian Male, City Board)

Board Member AA appeared to have a unique capability to incorporate and explain data; thus, the code ‘provide information and advice’ described what was happening with the goods movement during uncertain times:

I know it is of great concern to you, [that] you did report that in terms of our desire to reinvent the port and increase agricultural exports, we were hoping that there would be \$36.5 billion of exports by September. It looks like the projection's going to be 8 billion, so that is considerably less than we hoped would happen. And I think it is again, just a commentary on the tremendously harmful effects these trade policies, entire policies are having, particularly with China.
(BM AA, Caucasian Female, City Board)

When the demands of cognitive information processing intensified, the board members successfully utilized their human capital; thus, the codes ‘observing and controlling executives’ and ‘succession planning’ depicted how information to monitor management was processed. For example, specifically the hiring of the CEO and CFO, one member stated:

As you recall, in December of this year, our team of senior people, the CEO and CFO, announced their retirement and desire to retire, so we formed a special committee to find replacements. We did a national search for both of that, and I am happy to say that we have now completed that process. We brought in a new CEO, and we have now brought in the new CFO. So that has been a very successful endeavor. Very excited. It is a great team. And now I am excited about our future.
(BM V, Caucasian Male, City Board)

The members of the board must be aware of all laws that could have an impact on the organization; thus, the code ‘monitoring compliance with regulations’ displayed the awareness the members must exhibit as the laws could have a severe impact: “...it is a direct result of the ill-advised trade policies coming out of Washington that are impacting the movement of steel into the United States and with countries who have placed retaliates against us” (BB, Caucasian Male, City Board).

I reviewed the archival data and the code ‘strategic planning’ illustrated the mission, vision, and objectives of the organization. The plan focused primarily on revenue and financial success, growth, and increasing demand for the organization. To illustrate cargo

revenue growth, there were three small squares that illustrated diversity, community benefits, and economic benefits, but there was no other mention of diversity throughout the document. There were four objectives listed in the strategic plan, and these were mentioned during the observations of the boardroom interactions.

For example, one goal was a world-class infrastructure that promotes growth. During the meeting, a member stated, “We continue to invest more than \$367 million dollars in projects both infrastructure on the industrial side as well as on the visitor-serving and community sides of our business” (CC, Caucasian Male, City Board). A second goal focused on efficiency and was mentioned in the social and reputational outcomes, while the third goal was to improve the financial performance of port assets. Achievement of this goal was mentioned by a member during the meeting when he observed:

There is [a] nine-point plan to attract cargo, which has been widely documented since the unfortunate labor lockout of 2002, and what some may consider over-regulation in certain areas, we have lost 20% of our market share. Other ports have hired very strong talent, invested large sums of money in infrastructure, and have aligned to drive business-friendly opportunities for the BCO and manufacturing communities. (CC, Caucasian Male, City Board).

Finally, the fourth goal was a strong relationship with stakeholders. One member mentioned this goal when he said the following during the board meeting:

We are able to negotiate a contract to supply us with 24 million N95 respirator masks over a 24-month period. We will be passing these masks on to our hospitals and those fighting COVID-19 at cost. Our commitment in speeding these products through our domestic transportation network is all part of the business mission in order to cut through a broken medical supply chain, repair it, and get these products to our medical frontline. (CC, Caucasian Male, City Board)

During one observation, there were three complaints from the trucking community specific to how COVID-19 was handled at their own companies, so there was a partnership request to improve customer satisfaction by refusing entry to those who did not comply with the laws: “The COVID-19 pandemic has eliminated an already dismantled safety net that has left drivers with virtually no protection even in the best of times” (CC, Caucasian Female, City

Board). A board member inquired for clarification as there appeared to be a disconnect specific to allowing access to truckers if the companies refused to protect their drivers: “Could you comment please on the request that if trucking companies refuse to protect the health of drivers, they shouldn't be allowed access?” (BM AA, Caucasian Female, City Board). This member was compassionate and demonstrated ‘attentiveness’ for stakeholders.

Overall, if the members had diverted more to an engaging style during COVID-19, it had the potential to increase the effectiveness. There was an overarching sense of a rubberstamping process verses engagement; the board members appeared to trust and rely on the reports from the management team and rarely challenged the staff. The members appeared to understand their duty and the management teams roles confirming the legitimacy of the board. The importance of trust and defined roles were continuously reinforced in interviews and observations and the significance will eventually be discussed in detail later in the study.

Firm Effectiveness

The organization was the fifth most effective, but it rates moderately high with performance compared to the other firms. Due to supply and demand of consumer staples, the organization’s market may fluctuate but it would likely be a successful firm under most challenging circumstances resulting in the moderately high classification. Two codes reflected the social and reputational outcomes of the firm: recognition and efficient. The organization was high-performing and the code ‘recognition’ depicted how the firm was acknowledged in the United States as the largest in its industry. The code ‘efficient’ represented the second primary goal of the strategic plan that revealed an efficient, secure, and environmentally sustainable supply chain as an objective. During an observation, a staff member discussed the efficiency of the class eight trucks: “Further Thursday afternoon, we had a joint call to begin designs on a state-wide manufacturing summit for heavy-duty Class

eight trucks that will be calling at [Company 80] and beyond in the future” (CC, Caucasian Male, City Board).

Three codes illustrated the financial outcome of the organization: economic hit, operational disruption, and profitable. The code ‘profitable’ typically describes this organization, but COVID-19 presented its challenges. When volume dropped by 1.33% by the end of 2020, the code ‘operational disruption’ illustrated this decline even though the organization’s results were the fourth-highest volume year in the organization’s history (Berman, 2021):

The end results [have] been an increase in import, a decrease in export, and a widening of the trade gap while we are now looked upon poorly by every other trading nation, and giving them sales leads to [proliferating] their businesses. It is a direct result of the ill-advised trade policies coming out of Washington that are impacting the movement of steel into the United States and with countries who have placed retaliates against us. The other thing [to] note is that we approved the budget for next year. We're anticipating a decline in volumes in 15%, or as much as 15%. We tried to put together a pretty conservative budget.
(BM W, Caucasian Male, City Board)

During the uncertain times, the code ‘economic hit’ described the status for the entire world, but, through it all, this organization maintained a Fitch Rating of AA. This rating reflected their leading market position with stable revenues that guarantees coverage of their outstanding senior debt services.

Summary

Overall, the board supported the organization during COVID-19 and the firm was able to withstand government tariffs that had a severe financial impact on the organization. The board members trust with the management team’s decisions were apparent during the observations. As society returns to normalcy, this organization and board should thrive as supply and demand significantly increases, along with the fact that it is an all-weather port that allows for cargo movement year-round as opposed to other ports that are affected by weather conditions creating periodic disruptions in their service.

Sport Services Board (Non-Profit)

The sport services board is a non-profit board who oversees an organization that provides a service to coordinate Olympic athletic competitions. Its mission is to “grow and promote the specialized sport in the United States, honor its rich traditions, and achieve sustained competitive international excellence” (Company website, 2021).

Table 7

Overview of Sport Services Board (Non-Profit)

Description	Represents an organization that provides a service to coordinate Olympic athletic competitions.
Composition	13 members; 4 women/9 men; 3 minority members; Ranked 6th on diversity in the sample (least diverse at 38%)
Motivation for Diversity	Dominant external motivation to be diverse (regulatory-focused), but influenced by internal motivation (diversity of experience and background)
Human Capital	Strongest Sources: Professional Background: Accountant, consultants, attorney, executive, marketing, and ex-athletes Expert Knowledge: Financial, functional expertise, global business Cognitive Attributes: Assertive, diverse viewpoint, formal education, leadership viewpoint
Social Capital	Most Significant Connections: Valuable Network: Board, industry, and overseas connections Board Access: Recycle and Referral
Interactions	Most Significant Interactions: Emotional Contributions: Appreciative, compassionate, concern, genuine, passionate, and supportive Patterns of Interaction: Contributes technical information, contributes topic-related information, doer, honest conversation, inclusion, listened, inquisitive, trusted diverse voice
Board Effectiveness	Least Effective Board (6th Least Effective): Primary capabilities are connecting the organization to the external environment, observing and controlling executives, provide information and advice, secure resources, strategic planning, and succession planning. Limitations... This board is the least effective because it is still suffering from poor decisions made by the board in previous years. In the past the board functioned for their own self-interest and found it necessary and advantageous to meddle in the operations of the organization, resulting in undefined roles. A few years back, the board had a revolving door for executive directors and those that remained were in silos with members out for their own interest resulting in a lack of trust among members and the organization. After an outside consultant recently interviewed 30 people from the stakeholder groups in the organization, everyone agreed the current board members had a passion for the sport but they could not agree on anything, which was part of the undoing of a lot of the governance issues the board struggled with and the reason for the high turnover of directors in the past. There were also concerns with the succession planning process and the committee felt as though the board provided limited information to guide the group. There was also a governance breach that was exposed during a succession planning session that was mentioned at a board meeting. This board is also aware of the need to increase diversity on the board so they established a DEI resource team to make the board more reflective of the community. Board Style: Certifying
Organizational Effectiveness	Least Effective (6th Least Effective): Social and Reputational Outcomes: Strengths was incremental change Financial Outcomes: Economic hit, financial uncertainty, budget cuts, operational disruption, and funding opportunities Weaknesses: The previous dysfunction of the board had a severe impact on the organization resulting in a negative net worth of \$1.5 million in the past years and there was serious doubt if the organization would survive. Over the years, the foundation of the firm was weakened, thus during the economic crisis the organization was severely impacted resulting in financial uncertainty. Succession planning for coaches was also a concern. The organization was making progress, but it was still an uphill battle as they incorporated the suggestions from the 3 rd party consultant.

Overview

The Sport Services Board was the lowest performing board and they had a certifying board style. There was a total of 13 board members (four women, nine men). The ethnic breakdown was three minorities, one of which was a woman. This board had the least amount of diversity, with 38% of members being a woman or minority. There was one member who mentioned he was listed as Hispanic on his birth certificate, but he made it clear never identified with the culture so he was not included in the diversity percentage. Another member from this board confirmed this individual identified with the majority group which solidified removing him from the diversity percentage of this board. The outside independent board members were appointed, so there is a future opportunity this board could utilize appointments to increase diversity. The inside members on this board were elected and there were no term limits. One member questioned if the board should consider term limits, but this would be a difficult sell to the long-serving sitting members and have an impact on the perks that come along with the position, such as compensation and traveling the world to represent the organization: “Like the chair and a couple of people just came back from Switzerland. They literally just came back Saturday night to come to the meeting, so I doubt they would be willing to give that up” (BM M, African American Female, Sport Services Board).

The board members contributed to only four of eight board capabilities. They also contributed to the least amount of codes from the human capital, social capital, and member interaction themes. There were many concerns with this board and firm, including the lack of succession and strategic planning. A third party consultant was hired and the stakeholders identified common concerns that exposed a board governance issue resulting in high board turnover in the past. There was also concern with the board providing limited information to the committee members, which caused confusion. With a weaker foundation, the firm was negatively impacted by COVID-19 and there were concerns with recovery.

Motivation for Diversity

Generally, this board was characterized by external motivation to increase diversity, including ‘social movement-focused’ and ‘regulatory–focused’. Social movement-focused was depicted in the firm’s response during the BLM movement as messages and videos were added to the firm’s Diversity, Equity, Inclusion, and Belonging (DEIB) section of their webpage to promote engagement of communities by creating a diverse and inclusive environment. According to their website, “[Company 82] is dedicated to developing and celebrating diversity, increasing equality throughout our community, and continually pursuing an atmosphere where we are compassionate to our differences and everyone has a sense of belonging.”

The board was also motivated by the recent federal mandate, S.2330 (Empowering Olympic, Paralympic, and Amateur Act, 2020), that established new safeguards and powers to American amateur athletes from abuse by giving them a seat on the board to have a voice. The board was looking to include high-level elite athletes because they only had retired athletes on the board. It was felt that a cadre of new members would contribute a diverse perspective that many members currently on the board could not provide because they were actual athletes. ‘Succession planning’ was a critical topic for the board, and during a follow-up interview one board member explained how she tapped into her expertise of understanding people and discussed the opportunity and importance to not only preserve but to increase diversity on the board during succession planning; thus, the codes ‘connecting the organization to the external environment’ and ‘monitoring compliance and regulations’ surfaced as adding minority members may help the board have a better connection with their diverse stakeholders:

...There is definitely more need [to] sort of preserve racial diversity on the board, but also in the organization. So, our board nor organization [reflects] our athletes at all. Our athletes are becoming increasingly more and more diverse. ...This is a sport that costs a lot of money, so there is some high barriers to entry. ...we probably are more

diversity of experience than many boards... That is why we have three independent directors, but we could use more...
(BM M, African American Female, Sport Services Board)

In addition to external motivation, two codes portrayed the boards' internal motivation to increase diversity: diversity of background and diversity of experience. One member explained that someone with a diverse background could provide a unique perspective that could prove valuable to a non-profit organization:

...I talked to a professor who is Indian, who had come here in his youth with that background, and I felt like it was an extremely valuable perspective that you could not have gotten if you grew up in suburbia because of his family, because of difficulties that he faced growing up, difficulties he faced as an immigrant; to me, there is this enormous value in that perspective when you are a non-profit.... I think the LGBT community is..., but when I was thinking of diversity and inclusion and ethnic composition, ...so I was trying to identify who might be some good candidates...to give us those different perspectives. (BM JJ, Caucasian Male, Sport Services Board)

Another member described the importance of not just having a gender or racial diversity but having a diversity of experience on the board to contribute different input:

I think that the other diversity that is not gender or racial, but is just experience... people say, "Oh, I had not thought about that. We did not know about that."... Because I have lived and worked around the world, I think my understanding of diversity is across all measures.... All white men that are 40 years old, they are not the same, because they got different experiences... and that is good for boards and good for organizations because that is the secret weapon to success.
(BM M, African American Female, Sport Services Board)

Human Capital

Like previous boards, the members had many years of professional experience, which included an accountant, consultants, attorneys, marketing, and ex-athletes. The code 'financial' demonstrated how one member's professional background coincided with their expert knowledge, highlighting a unique ability to easily explain budgets, financials, and all aspects of fundraising which benefited fellow board members and the organization:

...I am a finance guy...a recovering CPA, and I am a fundraiser and a good one. So, fundraising and accounting are usually not two skills that go well together.... I have a lot of experience in board governance..., [and help when] there was clearly [a] struggle with what board governance looks like. And having had that experience it made it easier for me to explain things in a way that was calm and experienced..., and

it helped me provide some guidance in that respect. And...now they are doing really well. (BM JJ, Caucasian Male, Sport Services Board)

The 'formal education' code represented the degree in psychology one member held that helped her to have a better understanding of people. She mastered how to communicate with other members to obtain their support for specific initiatives on the board:

I have an undergraduate degree in psychology. ...it has certainly [helped] understanding how people work, how people think, [and] the psychology of people. ...that is a lot [of] what is at play in boards and in the workplace, is people and their differences and similarities. I [also] have a MBA...the basic learning that you get...about different businesses...
(BM M, African American Female, Sport Services Board)

There were only two African Americans on this board and both contributed a significant cognitive attribute that was coded 'leadership viewpoint'. The male displayed his leadership perspective as he led the boardroom meetings and during an interview a female member said:

What I think I contribute most is a leadership perspective, which I think is really the missing link on boards. It is almost into the organization's work. And so, in each case, the reason I have been asked [to sit on boards] is because of [my] leadership perspective, the ability to see the whole system, the ability to learn, and actually know how organizations work, understand stakeholders, and...come up with ways to bring that into the room in just a natural way.
(BM M, African American Female, Sport Services Board)

During an interview, another board member expressed how he admired and appreciated the two minority board members, which reflected the code 'different viewpoints':

I think of Board Member M, who happens to be African American... I mean, she is her own person, and she has very strong opinions. ...I really admire and enjoy her contribution to the board because it is different. She comes with a personal and professional background that makes us slow down and think about things in a way that counterbalances... I mean women or men, it really does not matter. It is a pretty smart and focused group of people. But she brings that... And the same with board member three. ... [He] is all those things..., he is smart, he is calm, he is well-spoken, and he is really good at kind of networking.
(BM JJ, Caucasian Male, Sport Services Board)

During one of the boardroom observations, a staff member confirmed how the African American female member utilized her leadership views by introducing discipline, structure, and a scoring rubric to the Nominating Committee to assess potential prospects: "Board

Member M brought forward this really cool criteria that we use as an outline for discussion points...” (OO, Caucasian Male, Sport Services Board).

Social Capital

The codes that characterized these members reflected their unique social capital that they utilized for board access and their valuable connections. All members have served on multiple boards illustrating the code ‘recycle’, so they were well-versed on board governance: “I am sitting on four different boards. I am sitting on a private company board, I am sitting on the [Company 71] board, [Company 72] board, and then I am also sitting on a city council board” (BM M, African American Female, Sport Services Board). People sitting on these other boards recognized the members’ expert knowledge; thus, the code ‘referral’ depicted how their names were provided during the boards nominating process:

So, I have gotten to know people, and when the spot opened up, my name was sort of tossed in the hat. They asked several folks [then] asked me to run, and it just turned out...nobody was really that interested in the position. So, I was unopposed and began my next four years on the board as the treasurer. And I am running unopposed this time as well, but now my objective is...trying to recruit my replacement because I do not need to be on the board again. (BM JJ, Caucasian Male, Sport Services Board)

Board members accessed their diverse network to add valuable ties to their current board. ‘Connection to other boards’ was a code that emerged as members discussed the importance of tapping into these resources to offer guidance to their current board. One member provided direction to the board to support their decision-making during COVID-19:

...there is a lot of anxiety and concern over how coaches and clubs survive ...in the weekly calls, I can share what some of those discussions are like [on other boards]... it is a lot of anecdotal stuff that helps support our decision-making. ...when you have been around [a] while... if problem X comes up...you kind of know someone who might be able to provide some guidance.
(BM JJ, Caucasian Male, Sport Services Board)

A code that surfaced and was relevant for this board was ‘industry connections’, which highlighted the network the members utilized for collaboration to optimize the competitive excellence for the organization:

I have been around, so I do know a lot of coaches and... club owners, and I consider them to be a valuable resource and vice versa. I have people who call me periodically as well because our club here in Birmingham is a well-run club. It is been around a long time and its successful and has good coaching and so there's a collaborative kind of effort among coaches. (BM JJ, Caucasian Male, Sport Services Board)

'Overseas connections' was another code that emerged as members discussed how they worked overseas and established an international network, resulting in a list of contacts they could access for their current board. A member described how she worked in several countries and created an extensive network that had referred her to boards, or that she was able to connect to assist her current board:

So, we did a lot of work globally with CEOs, primarily turnaround situations. So, in every case, I was asked, because I had either worked with them in my client organization before or someone that they knew within the client organization that referred me. My consulting was international working with multinationals, and then also, country people. So, I worked in Africa, Asia, North America, and South America. So, I think its 20 countries I have worked in, so I do have a pretty extensive network. I lived in South Africa for three years, and I lived in Canada for a few years. (BM M, African American Female, Sport Services Board)

Interactions

Five significant interaction codes characterized this board: compassionate, appreciative, concern, passionate, and supportive. These codes illustrated the board members' emotional contributions. I observed two separate boardroom meetings; one of those sessions was hosted via a conference call due to COVID-19. The code 'compassionate' described how the CEO interacted with the board and other staff in attendance when she provided well wishes for their families during one of the meetings: "Before I start out with a quick update on our recovery strategic plan, I want to send out our best wishes to all of our members and their families. We hope that you are all staying very well" (GG, Caucasian Female, Sport Services Board). If they were not directly impacted, many individuals knew of someone affected by COVID-19, so her well wishes were welcomed by all. The code 'appreciative' represented how she felt about the encouragement she received during this time: "I also want

to mention that we greatly appreciate the feedback and messages that we have received from our membership, including the kind thoughts of encouragement during this most challenging time” (GG, Caucasian Female, Sport Services Board).

The code ‘passionate’ characterized when another member spoke of how the sports community came together to rebuild their program when the board was experiencing some governance issues: “So, it took the entire fencing community to come together to rebuild our programs and revamp our governance, which was a huge piece that the board went through. And I think, through that, it got us back on solid footing” (BM AAA, African American Male, Sport Services Board). Board Member AAA remained positive and the code ‘supportive’ depicted the encouragement that the group would pull through:

The canceling of tournaments and that lack of revenue, as well as we expect that membership will probably go down. We will see probably a 20%, 30% reduction in our budget, and that means the resources that we are able to allocate to the things that are really important to us. But I believe that we will come through this together as a community. We will weather this storm and once again it will be all hands on deck. And that is what it is going to take.
(BM AAA, African American Male, Sport Services Board)

Seven codes represented this board’s patterns of interaction: honest conversation, contributes topical information, contributes technical information, inclusion, listened, concern, and inquisitive. During one meeting, the codes ‘concern’ and ‘honest conversation’ illustrated how emotional contribution overlapped with patterns of interaction when board member three, who was the chair, discussed the decisions the board was going to make during the COVID-19 crisis. The code ‘listening’ depicted what the other members were doing as he explained how they needed to draw on their diverse experiences to make the right decisions:

So, I believe we can do this together by drawing on the vast experience of our members, our volunteers, experienced staff in the office, and they will be very critical in making sure we can make the right decisions that are going to be needed at this critical time. I think, if you focus on the facts, we learn from our experiences, and it is served us well in the past. And we make the hard, prudent financial decisions that were required. But they will not always be popular. We will come through this with new skillsets, innovative business practices, and a foundation to build on going forward. (BM AAA, African American Male, Sport Services Board)

The code ‘inclusion’ was demonstrated in one member’s interaction when she consistently asked for feedback to ensure all members had a voice: “I would encourage any members who have feedback or input to reach out. We certainly will take all of those factors into consideration as we move forward” (BM GG, Caucasian Female, Sport Services Board). The code ‘contributes topic related information’ surfaced as material was provided to the members specific to budget cuts, while ‘contributes technical information’ was depicted in Board Member JJ’s experience when he provided specific details to authorize and approve a bank agreement to request a line of credit during COVID-19: “To authorize and approve a pledged asset account agreement to effectuate the pledge of assets in [Company 71] investment account as collateral for the line of credit...” (BM JJ, Caucasian Male, Sport Services Board). When he spoke, some members appeared to be listening, but none asked any questions, which could indicate a lack of engagement. ‘Inquisitive’ was a code assigned to the interaction of Board Member M because, during all sessions, she constantly asked questions to ensure all members had a clear understanding:

I do have a question. I have a couple of questions. One, has any calculations been put [forward] around the additional investment that may be required at each level for these new health and safety protocols, just round numbers about that? And the last question is, just given all the work and the collaboration you have been doing, do you have some sense as to how people are really feeling about particularly traveling to events and even participating in events?
(BM M, African American Female, Sport Services Board)

Board Effectiveness

In comparison to the other boards, the Sports Services board demonstrated a certifying board style as they attempted to validate the management of the business, but they had issues with overseeing succession planning, coupled with other components, resulting in their classification as the least effective board. While in the past there were active concerns with members adhering to Duty of Care and Duty of Loyalty, the members were making attempts to alter this perception. The significant codes that were symbolic of this boards’

capabilities consisted of connecting the organization to the external environment, providing information and advice, securing resources, strategic planning, and succession planning. All contributed to the overall effectiveness of the board. The code ‘strategic planning’ characterized this board because, during the pandemic, they were constantly strategizing to stay afloat and rectify board concerns. Board Member GG kicked off one meeting by providing a recovery strategic plan update that examined the financial and other opportunities that may evolve and would guide their calculated and operational decisions for the next six to 18 months, which essentially would be pursued until the organization could recover or ensure sustainability: “And so with that we will get started. I am hoping if you guys want to take it and kick it off and talk a little bit about our strategic plan work. I do have the plan up, and I can go through it” (GG, Caucasian Female, Sport Services Board). When a third party consultant was secured as a resource for materials and advice, the code ‘provide information and advice’ was demonstrated. The consultant updated the board with the findings from his team after they interviewed 30 people from various areas and stakeholder groups.

Yet, some evidence delivered by this consultant indicated a lack of overall effectiveness of the board. For example, all 30 stakeholders in the report agreed the board shared a passion for the sport, but mentioned that no one could agree on anything which highlighted the poor governance efforts of the board:

...the only thing we can find in common was that you all had passion for the sport but you could not agree on anything. It was part of the undoing of the governance issues that you were struggling through and why so many executive directors came and went and all of the churn that was going on back then.
(BBB, Caucasian Male, Sport Services Board)

When the CEO spoke, most members paid close attention as they appeared interested in this topic. But there were members who continued writing and did not provide eye contact, appearing to ignore the message as they did not participate during that topic of conversation nor throughout the meeting. Board member three provided information and advice to the

members specific to the historical years of the board. Further, the code ‘genuine’ was on display as he explained that the third party consultant was hired to identify concerns to ensure that they were avoided in the future:

Well, I will just say thank you and CCC for your support in getting us where we are today. You are right. When we started 13 years ago, this was a critical process. So, thank you for getting us there. And, also, I think the biggest thing that we addressed was our governance and being able to stay in our own lanes and allowing us to operate in a way that is functional as opposed to disruptive. The floor is open. Any other comments? (BM AAA, African American Male, Sport Services Board)

I reviewed the strategic plan that outlined six priority initiatives: athlete education and support structure, coaching development/education, referee development education, internal and external marketing, succession strategy, and organizational structure. In addition, the board and organization were making a conscious effort to address objective five specific to the succession strategy as this was heightened as a critical issue and discussed during two boardroom observations due to the severe impact on the board.

The code ‘succession planning’ emerged when the members discussed the process, and it was revealed there was a concern among the members. This had a direct impact on the organization’s outcome, especially during COVID-19. Board member five moved the meeting along to address the critical concern of succession planning: “I think this has been a frequent conversation at the board level and how we continue to plan for who is next up with the coaches, referee level, athletes, the board, regions, divisions, and how we move forward on that” (BM DDD, Caucasian Male, Sport Services Board). Board Member M expressed grave concern over the succession planning problem:

So, I think that this whole succession issue is a major risk management issue. I think that there were several people that I know [who] came forward on the board and I think they participated with the Nominating Committee in a way that was...I think it was problematic. I think it showed that the board was not together, and I thought it created a lot of confusion with DD. ...I do not at all think it is just a few things that we need to tweak. It is a whole re-look at the deal.
(BM M, African American Female, Sport Services Board)

A presentation was displayed showing bullet points specific to succession planning around coordination, the pipeline, the nomination process, and a unified approach. Board Member AAA (who had succession planning experience) informed the board of the importance of succession planning and the critical need for this at both the board and organization level:

Objective three has the educational component along with succession planning strategies, and both are critical components. And you all know where your longevity is and where you have got folks who are coming along behind you. That gets added to this, as sustaining this capability that you have right now. One, we know we do not have enough coaches to develop. And I mean, as an organization, we cannot continue to outsource our coach development to an organization that is not delivering at the level that we need done internally, and where the sport could grow.
(BM AAA, African American Male, Sport Services Board)

There were four codes that questioned the board's legitimacy: concern, limited input, undefined roles, and audacious. During the recommending process, the Nominating Committee needed more information and advice from the board pertaining to the process that should be followed, and there was apprehension from the committee. The Nominating Committee Chair explained how he received troubling comments; thus, the code 'limited input' emerged as it described the members' less than adequate contributions: "and I got a lot of feedback, and I got a lot of people who just did not know. I do not know if we need to publish that list somewhere, or just how we improve our transparency, so people know, or if that is even something we want to do" (DD Caucasian Male, Sport Services Board). He expressed appreciation for Board Member M (African American Female) because she provided the structure that the committee was lacking. However, they still needed direction from the board: "...but in order to figure out what the committee is looking for, they need to know the opinion of the board" (DD, Caucasian Male, Sport Services Board).

Another concern triggered the development of the code 'undefined roles', resulting in a state of confusion among the board members and management specific to tasks that should be completed once the committee had a selection of names for potential successions:

The Nominating Committee is aware of these people, we have them, and we have been compiling all that and offering that to the board. So, if you want our help with that, if you let us participate in that, I think we could be a huge asset, we could really help that. But I am not sure beyond that, like is it really our job, the Nominating Committee. (DD, Caucasian Male, Sport Services Board)

After serving on the Nominating Committee, the code ‘audacious’ reflected Board Member M as she candidly shed light on the confusion and expressed to the board her concern with the Nominating Committee due to the board not having a transparent succession plan process:

So, I had served on the committee, and in all deference to DD's replay of it, my sense is that that committee has a lot of issues. It is the tail wagging the dog as we had in our objective succession planning. So we do not have a succession planning process, so the Nominating Committee is going to struggle to get better because it is operating on a base that does not exist, and so that is just one major thing. It did not have...call it [a] rubric, so the reason I introduced it [is] because I was envisioning how we [were] going to evaluate people. For equity, for transparency, for a whole lot of things. (BM M, African American Female, Sport Services Board)

It was significant to note minority women had repeatedly demonstrated a unique ability to address and discuss the tough topics that the majority were hesitant to mention.

Board Member M expressed what she classified as a “governance breach” that was illuminated during her time on the Nomination Committee, which was problematic and another reason the board needed to solidify a succession planning process:

And as a board member, I was very disappointed in learning, which I learned as I was interviewing people, that there were board members who would some way would try to impose term limits, by their conversation. And my sense is if we want term limits, then that is what we should talk about even here and put that in. But to impose it in the middle of a nominating process, I think [is] very problematic and showed a big governance breach for us. (BM M, African American Female, Sport Services Board)

It was noteworthy that many attempts to reveal and address the limitations of board effectiveness were initiated by minority members of this board. This was a pattern that repeated itself in the Global Warming Board, the Traditional Medicine Board, and the Community Board, which speaks to the importance of having a diverse board and valuing their contributions.

Firm Effectiveness

The organization was the least effective for various reasons. The firm represented by the board was categorized as the lowest performing of all firms in the study sample. The code that best characterized the organization's social and reputational outcome was 'incremental change'. The organization operated in a complex environment that required incremental change for the firm to survive. The chair discussed the necessity of their evolution over the past eight years and, due to uncertain times, they must keep up with the pace of change:

So, first of all, thank you, everyone, for joining us on the call. It is an interesting time. You are having more frequent calls than usual just because the pace of change around us is just so dynamic. And over this period, I have been just sort of reflecting on things as far as where we are now, where we came from, and I thought back on what it was like eight-years ago, when I first became president... And over that eight-years, the organization has evolved to a much different organization.
(BM AAA, African American Male, Sport Services Board)

Four codes represented the financial outcomes of the firm: economic hit, financial uncertainty, operational disruption, and funding opportunities. Overall, the board and the organization were having a challenging time during COVID-19, as many events and memberships that traditionally generated revenue were cancelled:

Year-to-date income is \$356,000 plus the budgets number of \$370,000, giving us a negative variance of \$14,000. Our cash flow as of the end of March exceeded payables by \$2,244,000 which consists of \$152,000 cash on hand and \$1,175,000 held in the money market account but is significantly down from where it was a couple of months ago. (BM EEE, Caucasian Male, Sport Services Board)

The firm expected some relief illustrated by the code 'funding opportunities'. They received approval and funding from the Paycheck Protection Program, and 70% of those funds were used for payroll while the rest paid rent and utilities. The finance and budget teams contributed topic and technical information to the board and the 'team player' code underscored how members worked together to get the organization through COVID-19:

On a good note, we did receive approval and funding from the Paycheck Protection Program. 70% of these funds are to be used for payroll. The remaining portion can be used for rent and utilities. And the finance team is working hard to update the budget,

and we will be working with the budget committee and providing updates to the board of directors. (FFF, Caucasian Male, Sport Services Board)

Summary

Overall, the undefined roles of the board members had a lasting, negative impact on board effectiveness. This caused governance issues with both the board and the organization that the stakeholders identified during the third party consultant's survey. During an observation, board member three reinforced how far the board had come as they made a conscious effort to continue to work together to rectify the governance issues for the betterment of the organization: "For us to get there, there were many people who had to get over past grievances, personal slights that they had had in the past, and they all came together to work together for the greater good" (BM 3, African American Male, Sport Services Board). During another observation, the board did pass a motion to establish a diversity, equity, and inclusion resource team. Even though there were no details specific to what the team would do to assist the Nomination Committee or succession planning, there may be an opportunity where this resource team could be utilized to address the board's concerns.

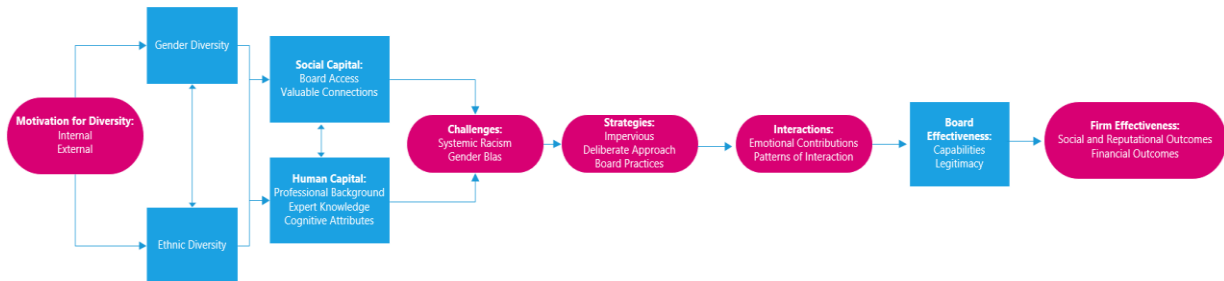
Findings

Cross-Case Comparison and Emergent Theory

Comparing and summarizing across the six boards reveals noteworthy commonalities and distinctions. The analysis also suggests important modifications to the original research framework that was depicted in Figure 1. The revised model that emerged during the analysis is presented in Figure 3. The features in blue squares are those that were in the original framework, while the features in red ovals emerged during the analysis and serve to enrich our understanding of processes by which women and minorities contribute to boards.

Figure 3

Emergent Model Connecting Diversity, Human Capital, Social Capital, and Interactions to Board and Firm Effectiveness



Board Composition and Motivation for Board Diversity

The findings of this study revealed that the inclusion of women and minorities who served on boards as members added to organization effectiveness. Firm effectiveness was determined by a holistic assessment reviewing the: 1) codes from the observations and interviews, 2) archival data reporting enrollment/production/market share, 3) financial reports revealing the cash flow and return on investment (ROI), 4) the social and reputational outcomes such as company awards, and 5) any notable weaknesses that had a negative impact on the organization. Board effectiveness was decided after reviewing 1) the codes from the observation and interviews, 2) the number of board capabilities, 3) board style, 4) board legitimacy, 5) board composition, and 6) any limitations that had a negative impact on the board. In the study, the more women on the board meant a higher performing board. The highest-ranking board (Community) was 80% diverse (i.e., 80% of their members were either women, minorities, or both). Specifically, 60% of their board consisted of women compared to men and 20% of the board were minorities. The board that ranked second highest performing (Traditional Medicine) had 50% women (but only after approving two new members) and 63% were minorities. The third most highly performing (Global Warming) also had 50% women and 50% minorities. The lowest ranking board (Sports Services) was 30% women and lacked many capabilities.

The boards varied in terms of why they reported having women and minorities on the board. Many boards had internal motivation to increase their diversity, but in today's climate this study revealed there were also external motivations that were important for boards to take immediate action to add women and minority members. However, many times vacant board seats are filled under pressure without a review of the capabilities lacking in existing board members. Ideally, adding experience and capabilities that are missing should be part of the long-term strategy for the most effective board (McKinsey & Company, 2016).

Importantly, the analysis here indicates that when women and minorities are selected to boards based on an internal motivation, the board and firm tend to be more effective. For example, Community, Traditional Medicine, and Global Warming Boards evidenced an internal need for diversity and were the most effective boards and firms. Torchia et al. (2011) indicated this is because with internal motivation, members were selected not just due to minority status, but because they offer unique human capital that extends beyond their professional background and expert knowledge, including distinctive cognitive attributes. Additionally, these members had connections that proved valuable to the boards and firms.

Challenge to Board Access and Participation

Prior work on board composition has focused on the moral, reputational, and financial benefits of having women and minorities on boards. Yet, that work seems to ignore the challenges women and minorities face in gaining access to boards and interacting within them. Many of the women and minorities faced challenges over time consisting of systemic racism or gender bias that created obstacles for board membership.

Since most of the boards that were part of this study had fair representation of women, there was only one board observation where a possible gender bias interaction was recognized as one of the challenges faced by underrepresented groups. The male member who chaired the meeting progressed quickly through topics and the two female members had

to interrupt on more than one occasion to ask him for time to speak. During one of the meetings, one female member had to interject to add in comments and, when he ignored her, she spoke up and insisted that she be granted a few moments to ask a question: “Board Member PP, I did have a question for staff if I could, on this item” (BM OO, Caucasian Female, Community Board). Although this could have easily been an oversight on his part, since he did not typically chair the meetings, during the same observation he appeared to display gender-based bigotry when another female member was ignored, and she too had to interject and ask for some time.

The women and minority members utilized a different approach than Caucasian male members and eventually developed strategies to combat these struggles and achieve recognition. The board members that were successful in mastering the abilities combined their lived strategy with specific interactions in the boardroom that contributed to the board’s effectiveness. A pattern to note is that the members’ behaviors and strategies increased their influence on the board. But this was predicated on their having distinctive capabilities that are different from the majority to maximize performance. My findings expand on Terjesen et al. (2009) and suggest that women and minority board members were able to draw on unique skills and capabilities that positively impacted the organization’s work as noted in the themes that were developed to further explain the specifics of their contributions.

Social Capital Contributions

Social capital is a valuable resource that can consist of internal ties that create a bond with other people within the organization, among board members through trust or support, or based on external connections that bridge relations to customers, suppliers, or contacts outside of the organization who provide information or benefits to the firm (Kim & Cannella, 2008; Lee et al., 2016). The most significant aspect of social capital in this study involved the members’ access to boards utilizing their external connections. Research has shown that

external connections aid board members in their ability to gain access to information about open board seats and other opportunities (Kim & Cannella, 2008). What was unique in this study is that board members who sat on multiple boards were able to develop relationships that were critical in their ability to amass social capital. During interviews, board members described the various board seats they sat on and how this experience contributed to the skills and experiences required to be successful. I coded this as having been ‘recycled’ because the members had already undergone the vetting process, so it was easy and effective (i.e., saves scarce resources) for another board who was searching for a member to select the individual with board history.

Another commonality among all boards were the members’ internal connection with the other board members, so they were commonly referred to other board seats. When members are currently on a board, the search costs are reduced when another board selects the same director as the individual has already proven themselves, so the firm reduces the risk of the unknown (Hillman et al., 2002). When members were asked what challenges minorities and women encountered, a common response was their access to boards. Even if individuals were qualified, it was common knowledge that one of the challenges faced by women and minorities involved the difficulty in gaining access to boards because they lacked the key connections that would get them through the door. One way to combat this challenge was having a corporate sponsor, which is an organization that offers donations or resources to secure a board seat for a member. My findings revealed that for women and minorities, this was crucial. Two important examples are represented by the Education Services Board and Sports Services Boards, both specifically with members who had corporate sponsors. Out of the 40 board members that were interviewed, a significant number confirmed the importance of having a corporate sponsor because the backing from an organization enhances the individual’s creditability for board membership.

Another component of social capital that was imperative for board membership was their valuable connections. One common external network among all the boards which has not been emphasized among women and minorities in the past were their industry connections. But, in this study, members that had strong community connections were among the higher performing boards, which included the Community, Traditional Medicine, Global Warming, and Educational Services boards. Likewise, connecting with other boards or previous careers for information to better guide the current board under specific circumstances was an asset that women and minorities brought to the board, which supports Tasheva and Hillman's (2019) argument that women and minorities are natural bridges. Political ties were significant for the boards that were influenced by the government, including the Community, City, and Global Warming Boards.

Finally, my research supported Tasheva and Hillman's (2019) conceptual argument that unique weaker ties from board members are more valuable than less influential connections. The highest performing boards, Community and Global Warming, both had minority members with diverse connections, which were influential in the community and could benefit their boards when specific initiatives required support.

Human Capital

The human capital component represented significant attributes for all boards and there were some common capabilities that were contributed to all the boards. Diverse viewpoint was mentioned on all boards, although it is worth noting that none of the boards was comprised of all white males, and so this may not have been the case on boards without women and minorities. The cognitive attribute, assertive, was illuminated among the female members of the higher performing boards, including the Community, Traditional Medicine, Global Warming, and City boards. The women who demonstrated assertiveness were extremely confident and would speak up during the meeting when they felt the need to do so.

Research suggests African American women are often considered too assertive, aggressive, and independent for corporate America, but many black women view their candor as a strength and believe Caucasian men prefer to work closer with them compared to African American men, resulting in career-development opportunities (Peterson et al., 2007). During the interviews, comments from these women aligned with this thought process and they mentioned feeling confident enough to step in if they witnessed any gender bias during a meeting. This attribute, coupled with the women's diverse viewpoints, proved to be beneficial to the boards during challenging times such as the MeToo movement because these were women who would interpret and explain to the majority group why the board needed to pursue a certain course of action.

The members on all boards contributed an array of professional backgrounds. Consequently, the most significant were members who offered a diverse background in addition to offering their diverse experience that contributed to the most effective boards, which consisted of the Community, Traditional Medicine, Global Warming, and Educational Services boards. Members with diverse backgrounds were more sensitive to marginalized groups, so the members were resourceful during conversations that impacted these groups and were able to share this viewpoint as part of their valuable input. The majority board members were not familiar with these experiences, so women and minority board members were able to offer a wider range of information, knowledge, and guidance for specific concerns based on their lived capabilities. As these members had the ability to draw on their experiences, the advice and counsel they provided to the board was valuable and the integration of the information was critical for decision-making and board effectiveness.

Across nearly all of the boards, a particular type of expert knowledge was evident. Each had a law expert (the single exception was the Traditional Medicine Board). It is important to note that all the attorneys were women who offered the board legal information

on various topics or situations that guided and kept the board and the firm in compliance. This suggests that having legal training is a promising path for women toward becoming a valued resource on boards. Another particularly valued expertise on the boards was financial knowledge. All boards, except for the Community Board, had an individual who was acknowledged as a financial expert. However, unlike legal expertise, most financial experts were white men. The only board to have a minority who was also a woman as a financial expert was the Global Warming board. All other boards had Caucasian males as financial experts and all but one were members of the majority. Although the Community board lacked a particular individual considered a financial expert, members appeared to be well-versed on financials, asking relevant questions and challenging the staff during the financial updates.

Key Interaction Processes

Particularly revealing was the analysis of the sequences of interactions between ethnicities and genders in the boardroom, illuminating how they unfolded and their effects. I documented patterns, similarities, and differences within and across boards. Board member interaction was a critical component for the success of all boards. My study extends beyond Tasheva and Hillman (2019) as I identify actual processes of interactions among women and minorities and their human and social capital contributions, and how they improve board capabilities that, in turn, have a positive influence on firm effectiveness. Although there were many types of interactions noted, there were some that were common among the women and minorities on higher performing boards, described throughout this section.

The three most effective boards were characterized by trusted diverse voice and diverse contributions. Further, when women and minority members actively participated, contributed technical information, and contributed topical information, other members appeared to be listening carefully and were more engaged. It is also worth noting that on the Community, Traditional Medicine, Global Warming, and Educational Services Boards

(which were the four highest performing), each had women and minority members who offered important contributions during the challenging social events such as the BLM or MeToo movements. When the minorities and women offered a diverse perspective on these events, the other members listened even more attentively because the information provided was not within the pattern of information they were accustomed to hearing. By adding cognitive diversity, they were able to add a different perspective to board governance and enhance their effectiveness as members. Their creative suggestions were valuable to aid the organization with problem-solving. Not only were the four boards the highest performing, but they were also the most profitable, even during COVID-19.

Four other factors that characterized the higher performing boards were inclusion and emotional contributions that included humor, sensitivity, and passion. During the challenging times, the Community, Traditional Medicine, Global Warming, and Educational boards had women who lightened the environment by adding humor during the meetings. Board members appeared to relax once everyone had a good laugh and that aided the communication flow. Another observation among the higher performing boards involved their level of the code sensitive. During COVID-19, people experienced various emotions so the women on the boards expressed sensitivity as they asked for updates or offered assistance. In the past, soft skills that women traditionally exhibited have not been considered a necessity for board effectiveness, but due to the unstable economic situation (e.g., COVID-19 and BLM movement), these attributes appeared to add to the board's effectiveness. Women board members were deliberate in their efforts to promote inclusion to ensure all members' voices were heard, thereby enhancing board effectiveness. Finally, the last notable emotion that women and minorities displayed on the most effective boards was being passionate. This emotion was expressed regarding sensitive topics or for certain initiatives that were presented during the board meetings. Board members on the highest performing

boards were not afraid to voice their opinions. They were able to positively impact the decision-making process.

A unique pattern some of the women board members contributed was having honest conversations. The highest performing boards, Community, Traditional Medicine, Global Warming, and Sports Services, all had women who were confident and assertive as part of the board discussions. They utilized mindful communication to address sensitive topics. These women were able to engage management with tough questions primarily as a result of their knowledge, skills, and comfort levels. As alluded to previously, this is an important pathway for women contributions to boards. McKinsey & Company (2016) suggests at least 20% of the board should understand the industry so they can challenge the operating executives at the firm; the most effective firms observed in my study adhered to this factor.

Taking this one step further, during my observations of the boards, a finding that emerged specific to minority women was that they were audacious. Minority women did not merely partake in conversations, they developed the skill to speak up and address the difficult topics that the majority preferred to ignore. This capability was unique to minority women and during the interviews some mentioned how they could “call the elephant out in a boardroom” that others typically felt uncomfortable mentioning or they preferred not to address because the message would be taken out of context. Boards with minority women who mastered this skill were among the higher performing boards because of their ability to interject their thoughts at opportune moments to gain support for initiatives or make suggestions to the board on sensitive topics.

Another critical finding was that the boards that had women and minority board members who mastered the skill of code-switching were among the highest performing. Indeed, two of the higher performing boards had members who adeptly demonstrated this ability, including the Community and Global boards. Code-switching involves adjusting

behaviors, appearance, speech, and expressions (McCluney et al., 2019) and, in my analysis, it was clear that this ability was used to allow non-minority board members to feel comfortable and at ease. When minority members made these adjustments, the majority members felt more comfortable, were more accepting of the minority members, and viewed them as collaborators. Women and minority board members who engaged in code-switching felt a sense of inclusion and belonging that served to reduce the negative consequences of social categorization among the members.

A significant interaction that emerged was perspective-taking. This occurs when non-minority board members extend beyond empathy of the minority groups as they learn their culture, understand their thoughts, feelings, and language (Hawlina et al., 2017; Shih et al., 2009). The Community, Traditional Medicine, and Educational Services boards had non-minority board members who mastered this ability and were among the most diverse and the higher performing boards. When there was an overlap of the non-minority members' human capital and highly interdependent tasks, such as shared experiences or skills, board members were able to demonstrate a sense of comfort and a better understanding of the minority members' perspective as if they have lived experiences and walked in the other person's shoes (Tasheva & Hillman, 2019). My observations during the Community and Traditional Medicine boards expanded on this as the non-minority board members helped to reinforce and give creditability to the minority members of the board.

Finally, it is important to highlight that boards were even more effective when women and minorities exhibited several of the interaction patterns mentioned here. For example, the African American woman on the Global Warming Board had diverse experiences in life due to her upbringing as a minority and as a woman, and she learned and mastered the art of code-switching that would allow her to serve effectively in any organization. During the

interviews, the most successful women and minorities demonstrated their effectiveness because of their utilization of these skills.

It is also critical to understand that the interaction patterns noted here were reported as an asset for women and minorities in overcoming systemic racism or gender biases in the boardroom. When they experienced it first-hand, the members were able to articulate how these strategies and deliberative approaches served to minimize the negative attitudes of non-minority board members towards them and, in time, enhance their creditability and effectiveness. What started as a challenge, such as no support, no voice, being a token, or lack of opportunity, were all devastating because the prejudice or discrimination was unexpected. Over time, as these members became impervious, developed thick-skin, and resilient, they consciously combated the treatment with deliberate and determined actions and mastered how to adapt, change mind-set, and turn the challenge into an advantage.

Key Board Capabilities

Many management teams understand the clearly defined responsibilities of a well-functioning board, such as observing risks, strategic planning, and succession planning. Coinciding with this, the top three most effective boards in this study (Community, Traditional Medicine, and Global Warming) were highly functioning to include connecting the organization to the external environment, observing and controlling executives, monitoring compliance with regulations, performing research, providing information and advice, reviewing compensation, securing resources, engaging in strategic planning, and succession planning.

In addition, during COVID-19, boards were prompted to adopt a more engaging board style (Nadler, 2004), meaning they challenged the management team and constantly provided information and advice to get through the uncertain times. This was not the norm for some, and those that did not immediately embrace this style were not as effective. The top three

highest performing boards all had an engaged board style. Members collaborated, strategized, and included diverse perspectives to help ensure the organizations they represented were resilient. My analysis indicated that having women and minorities on the board contributed to this engagement. The fourth ranked board toggled between an engaged board style and a certifying style, which is characterized by the board merely validating that the business is managed correctly, the CEO satisfies the board's requirements, and the members are informed about the firm's performance (Nadler, 2004). It is interesting to note that this board was ranked fourth in terms of performance, lagging the boards with engaged styles, and validates the higher performing organizations in the study that embraced diversity and the advice and contributions of their diverse board members.

Another approach to board capabilities involves the duties and responsibilities that boards are bound to uphold. First, when individuals agree to a board position, they are legally bound to provide a Duty of Care by being familiar with the business and how it is run; members must have sufficient means to audit, attend all board meetings, and ensure the firm is run properly (Armstrong & Francis, 2008). Second, the Duty of Loyalty demands that the board always pursue the firms' best interest and that members should act based on good faith, avoid self-dealings, should not speak on board matters, be a positive representative of the firm, and act in accordance with the firm's bylaws and charter (Leading Age, 2021). The three most effective boards had members who were knowledgeable, provided advice, and provided clear evidence of their governance responsibilities. These members demonstrated both Duty of Loyalty and Duty of Care and appeared to very clearly understand their defined roles as board members.

The Sport Services Board was the lowest performing and experienced issues with succession planning both at the board and organization level that had long-term and negative consequences for the organization. Boards in the study with the ability to connect the

organization to the external environment and monitor compliance with regulations were representative of the highest performing boards. This was not the case with the Sport Services Board. This board had issues with providing transparent information and advice to committee members which caused confusion during planning sessions. The members also had issues with strategic planning resulting in the management team having to hire an outside consultant to provide an unbiased report and action plan to get on track with performance. Lacking these capabilities contributed to this board's lowest performing classification.

Finally, there were three notable capabilities that emerged in this study that contributed to board legitimacy. Members reported a lack of legitimacy if management lacked trust in the board, if there was no respect for the board, if members were not clear on their defined roles, or the board had limited input. Among the higher performing boards mutual respect was evident and, during the interviews, the board members discussed the importance of the need for legitimacy because, without it, their effectiveness would be minimized. A notable exception is that although there seemed to be respect among the members of the Global Warming Board (from my perspective), during the interviews none of the members mentioned this as a capability.

Patterns Linking Board Composition and Capabilities to Firm Effectiveness

There were some common characteristics pertaining to diversity among the three highest performing boards: Community, Traditional Medicine, and Global Warming. First, I again note that these three boards were the most diverse in the sample, in particular the percentage of women. Second, these boards all shared an engaged board style (as opposed to a certifying style) that proved to be critical during the BLM movement and COVID-19 crisis. The Education Services board moved from a certifying to an engaged board style during the emergency, resulting in an upturn in the firm's effectiveness. During the initial observation, members on this board utilized the 'nose in but fingers out' approach and rubberstamped the

CEO suggestions and ideas. The second observation was conducted in the middle of the pandemic and I was able to observe a shift in the interactions among the board and the CEO. Board members appeared to be more engaged and challenged the management team to ensure there was value in the decision-making. The two lowest performing boards, City and Sport Services, did not demonstrate this attentive and active style and did not perform as well when crucial and immediate decisions were necessary.

Third, increasing diversity on the boards represented a significant factor for the top performing boards, resulting in a significant amount of trust and respect along with a greater sense of inclusion among its members. As documented in the case studies, the three most effective boards utilized the diverse human and social capital of their board members more effectively, which in turn contributed to board performance, and subsequently firm effectiveness. These boards had women and minority members who offered a high personal range of both human and social capital that enhanced the board communication and exchange of ideas when they contributed their diverse perspectives resulting in better boardroom decisions. Additionally, diverse boards with women and minorities who mastered the art of code-switching or perspective-taking ability increased their credibility and validated their new insider status on the board. This provides empirical evidence to support the research by Tasheva and Hillman (2019) that high personal range is important on boards and extends the arguments of Hillman et al. (2002) who posited that, in accordance with the similarity-attraction model, individuals prefer people who are similar to themselves. When women and minority members practice code-switching and perspective-taking, they appear more like non-minority board members, and thus become the trusted diverse voice. This also builds on Zhu et al.'s (2014) re-categorization theory, as members that demonstrate code-switching and perspective-taking are likely to be categorized as an insider or become part of the in-group of members as they portray characteristics like the majority group.

The three higher performing boards had women and minorities as their trusted diverse voice to provide guidance and a diverse viewpoint, resulting in a positive influence on the firm's effectiveness. Typically, soft skills are not highlighted as abilities that are required for the board and are overlooked, but during the crisis boards with members who extended significant emotional contributions (humor, sensitivity, passion) were the most effective.

Further, the higher performing boards included diversity in their strategic plan, unlike the two lower performing boards. A notable item were the women and minorities on the highest performing board were active with a strong community connection and they were highly engaged during the meetings. These members were nimble; they were quick and agile forward thinkers who did not merely rubberstamp items that were presented. The board members constantly challenged the staff for the betterment of the organization, and staff was ready for the assignments and consistently returned with better outcomes. Members of the Community Board also lived in the community where the firm was located, so they had a vested interest in a favorable outcome for the organization. The Traditional Medicine, Global Warming, and Education Services boards also had community connection which extended and enhanced their reach to the external environment. The lower performing boards lacked this strong community connection that could have been beneficial during the crisis.

Finally, the highest performing boards promoted and encouraged a strong and vibrant organizational culture as part of their governance efforts. Culture refers to mutual orientation to social reality shaped through the negotiation of meaning and the use of representation in social exchanges (Ashkanasy et al., 2010). In organizations that profess to have a high trust culture, their members are not fearful to speak the truth and at times they receive positive comments from the leaders for speaking up (Kimmel, 2018). Both the Traditional Medicine and Global Warming boards demonstrated high trust among the members of their boards and this permeated throughout their culture and contributed to their high effectiveness. During the

observations of the Community board, it was apparent that members trusted one another and, as a result, were able to express their thoughts and opinions freely. This may, in part, be because members had frequent interactions inside and outside of the boardroom at various community events. Gibson (2021) notes the importance of corporate embeddedness and ongoing interaction in the communities in which they do business. As an example, the members on the Community board also valued their positions with pride as their reputations were on the line - they had the potential of seeing their constituents at settings in the community. This was quite different from the City board, where the firm represented 88 communities and 140 unincorporated areas. The members of the board lived in different cities and only a few members had a vested interest with the decisions being made by the board. During the observation of the City board, it was readily apparent that there were strong union connections that played a role in the decision-making process. This had a potent influence on how the company operated, compared to the Community board where the board members' human and social capital had a direct impact on the decisions.

An Emergent Theory of Optimal Imperviousness

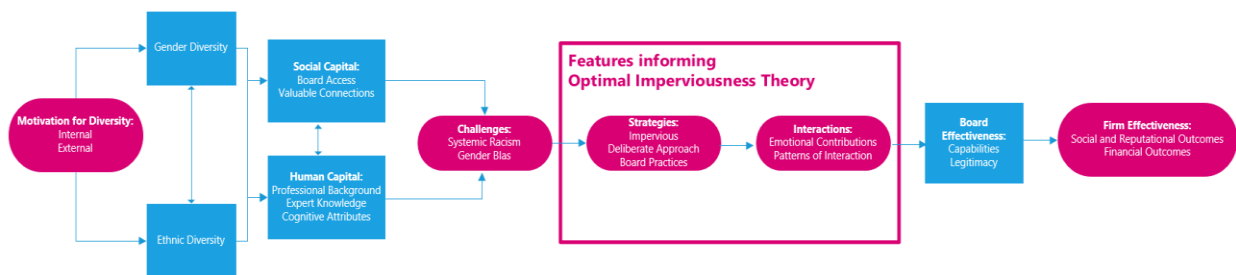
Isolating critical features suggests a new theoretical development, which I refer to as Optimal Imperviousness. This theory recognizes that women and minority board members need resilience, but also determination and a willingness to adapt to and make adjustments to comport with the realities of their environment. I introduce elements of this theory, while realizing that additional research will be necessary to further develop a more precise theoretical model.

Prior research demonstrates the importance of resilience, defined as emotional intelligence, authenticity, and agility (e.g., Morgan-Roberts et al., 2018). Yet, the women and minority members who were interviewed as part of the study were referring to something above and beyond that. I refer to this as being impervious. The respondents indicated that

being impervious meant “having a thick-skin” to minimize or reduce concerns such as “challenges associated with getting on a board” or feeling as if their “voices were not heard.” By being impervious, they develop strategies to ignore some of the challenges needed to have their voices heard. I refer to this concept as a balancing act of optimizing imperviousness. They do not deny the need to adapt, but rather hold their ground when necessary and adapt selectively. By deploying these strategies, women and minority board members can overcome challenges and attain more success in the boardroom. Figure 4 indicates the particular features of the emergent model that inform this theory.

Figure 4

Features of the Model which Inform Theory of Optimal Imperviousness

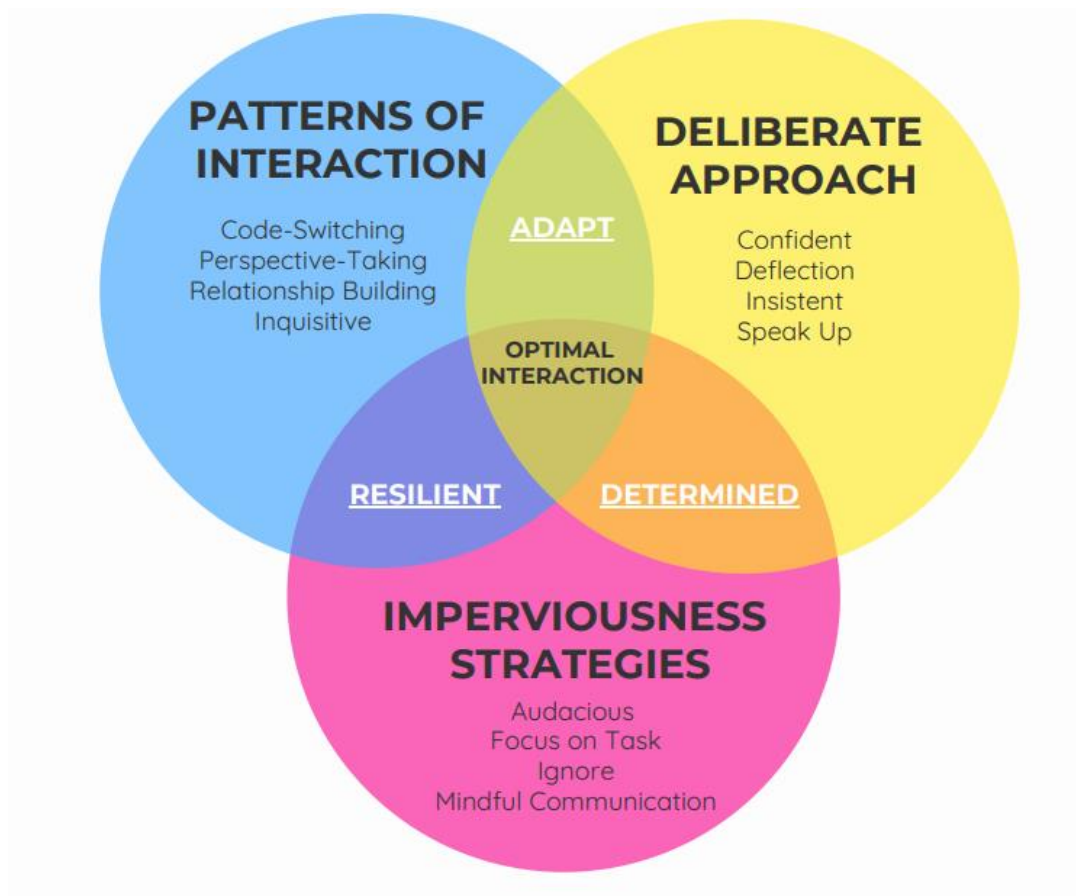


Optimal Imperviousness Theory is characterized by three relational components that shape board members (Figure 5). The basic premise of the theory provides a framework for women and minorities as they encounter challenges such as systemic racism or gender bias. Facing these challenges over time, the theory highlights the importance of developing strategies and becoming impervious to the often hostile and male dominated environments they will encounter in serving as members of boards. They are likely eventually to then become determined when they utilize a unique yet deliberate approach to execute their strategy. Additionally, when the diverse member is determined to address a challenge, the theory indicates the necessity of ultimately adapting to attain their desired result. The optimal

interaction is achieved when women and minorities can develop the skills that will allow them to be viewed as contributors and seen as peers that will enable them to gain a sense of creditability, trust, and inclusion as board members. As a result, they develop the skills and attributes to become effective board members.

Figure 5

Optimal Imperviousness



The Impervious theory is important in the understanding for increasing board diversity because it underscores the interactions among all players in the process. This study, although limited, was important in the understanding of the contributions of women and minorities in the form of both human and social capital that can enhance and improve organizational effectiveness. However, the constructs for such an environment rely on the need for women and members of minority groups to develop the skills and attributes to be seen as viable players, and for non-board members to accept them on an equal footing. For

women and members of minority groups, this means understanding the types of attitudes that prevail in these organizations and their ability to negotiate and adapt to them.

In my observations of the sequences of interactions in this study, there was clear evidence that women and minorities on highly effective boards take special effort to engage in mindful communication, defined as words that attend to one's internal emotions, cognitions, and assumptions, concurrently conforming to the other's expectations, understandings, and sentiment (Lane et al., 2006) to ensure that their voices are heard. This was especially critical for the black members of the boards, given African Americans are often viewed as angry, and black women are commonly perceived as too aggressive and independent for corporate America (Peterson et al., 2007). As minorities utilized strategies to overcome their hesitation to voice opinions, due to their unique experiences in life and cultural backgrounds, they became a trusted voice on the board and were eventually seen as insiders. Social conditions, the MeToo movement, BLM, and the COVID-19 pandemic served as important conduits to provide opportunities for women and minorities that allowed them to gain access to boards and demonstrate their human and social capital capabilities.

They also engaged in perspective-taking, such as carefully listening to others, taking note of both verbal and non-verbal communication of non-minority members, and then expressing the views that they thought they had heard as a means of acknowledging the comments from their fellow board members. Perspective-taking was defined as an individual's ability to experience and have discussions from various viewpoints (Ackermann, 1996) and it is a promising means of reducing prejudice (Shih et al., 2009). Through relational conduits, minority members indicated perspective-taking helped to counteract feelings of being misunderstood, tokenism, and being undervalued.

Optimal Imperviousness is related to, but different from, Optimal Distinctiveness (Brewer, 1993, 2011; Brewer & Roccas, 2001). Optimal Distinctiveness suggests that people

prefer a balance between inclusion and differentiation. The balance between inclusion and differentiation is accomplished at the group level where both needs of distinctiveness and inclusivity are met simultaneously (Leonardelli et al., 2010). This theory suggests people want to stand out, but they also want to fit in. The Optimal Imperviousness Theory, on the other hand, expands on this assumption by recognizing the means by which women and minorities navigate challenges to gain acceptance and be seen as creditable players as members of their boards, be able to maintain their unique perspectives and remain resilient, but also adapting where necessary.

CHAPTER 5: DISCUSSION

Overview

Whether and how women and minority board members positively impact the efforts of organizations continue to be a subject of much debate. The purpose of this research was an attempt to answer that question and began with a literature review of the human and social capital theory and approaches to corporate board diversity. What this research attempted to determine was whether boards that included women and minority members made contributions to boards based on their unique human and social capital and the impact of their contribution based on these measures. Previous research on the subject did not specifically address this issue and provide a realistic rationale for the need for diversity on corporate and public board. As part of this study, I interviewed 40 board members and observed interactions on six boards. Through comprehensive qualitative analysis and cross-case comparison of these boards, I was able to validate the need for board diversity. In this study, I was able to identify factors associated with the human and social capital contributions that enhanced the success and effectiveness of organizations that were comprised of diverse board members, to include their precise interactions, along with strategies they deployed to overcome challenges associated with racial and gender bias. Each of these components had a strong influence on board and firm effectiveness.

This study contributes to three audiences: corporate boards, individual directors, and aspiring directors. The research study contributes to the need to understand the relationship of human and social capital and interactions and provides empirical support as it pertains to board diversity and its subsequent influence on the firm's effectiveness. The findings revealed that diversity extends beyond merely selecting a woman or minority for the board to check a box. Prior research did not account for or address the level and extent of the contributions that could be provided to an organization and its strategic effectiveness by

embracing diversity. This study both supports and expands on prior research to examine the relationship between board diversity and organizational performance by attempting to identify the unique human capital and social capital contributions of minority and women board members, and their interactions with other members of the board to enhance the boards' capabilities and effectiveness.

As part of this study, I advanced the theory of Optimal Imperviousness to further underscore the inhibiting factors that have negative consequences for women and minority board members or for those aspiring to serve on boards, and the degree and extent of their adaptations to overcome these obstacles through strategies as code switching. The model has implications for theories of board governance, board dynamics, and human and social capital. I provide guidance for future research and implications for practice pertaining to diversity and inclusion, corporate boards, and mentoring. After reviewing the theoretical contributions, I reveal the implications for practice, limitations, and the guidance for future research.

Implications for Advancing Theory

Racial Implications and Board Governance

Unfortunately, 35% of African American employees believe racial and ethnic discrimination occurs in their workplace, compared to only 7% of Caucasian employees (Rigby, 2021). The racism that permeates American life and diminishes minorities' sense of well-being is often imperceptible to the majority based on established racial constructs of privilege. Considerable evidence indicates that race and ethnicity functions as a status characteristic in American society, and male European Americans are consistently valued higher than those from members of other racial or ethnic groups, although our society is increasingly more diverse by race and ethnicity (Lucas & Baxter, 2012). Research recognizes status as a foundation of influence in diverse groups and suggests that members of disadvantaged rankings, such as minorities, will have less influence and encounter obstacles

in acquiring and utilizing power (Lucas & Baxter, 2012). During unfortunate situations of marginalization, the need to question social injustice is a conversation with people that are equally situated in society, but citizens are now encouraged to have a voice and disrupt the norm by speaking out (Byrd, 2018). We are living in a time where people who once felt powerless are indeed using their voice to be heard, and they feel empowered as they fight back against the antagonists who have caused harm either to themselves or others. Deep change in corporate America can only occur when the composition of boards begins to match their employee base and the stakeholders they serve.

The highest performing boards in this study were diverse, with three or more women on their boards; this confirmed the findings in a study involving a critical mass of three (Torchia et al., 2011). Many of the members during the interviews confirmed that when there is one woman or minority member on a board they are viewed as tokens, and when there are only two, they are the minority. But when there are three or more women or minorities on the board, they feel as though they have a voice (Torchia et al., 2011). A form of social justice occurs, in which marginalized individuals develop a sense of influence in the decisions that affect their welfare or that of the organizations that serve to drive economic outcomes (Byrd, 2018). It is also a form of epistemic injustice in which minority members' abilities as knowers is unfairly dismissed (Ho, 2014). It would be remiss if I did not add that some minorities in this study mentioned that they were aware of other minorities that preferred to be the only minority members on a board that led them to believe that they were considered the trusted diverse voice among the group. Consequently, the powerful white majority have a biased benefit in organizing a mutual understanding, while the powerless minorities are omitted from creating social meaning due to their identity (Ho, 2014).

Prior research failed to recognize why boards are motivated to be diverse but what was apparent as part of this study involved the ability of women and minority board members

to meet the challenges of board membership by their ability to understand the social and racial nuances that are inherent in the environment by utilizing their social and human capital. That ability served to negate the behaviors of non-minority board members towards them. This recognition was important as it served to further enhance an understanding of the environment involving boards and extend an understanding of the importance of board diversity. This higher order theme that surprisingly emerged during the study helps to combat the racial and gender bias and regulatory focus that characterizes most of theory on board governance. Shifting demographics, increased buying power, and investor pressure have made the racial composition of corporate boards a public and regulatory issue (Broome & Krawiec, 2008). While many of the boards had an internal desire for diversity, the California public boards were given an external regulatory-focused motivation as they are being forced to add women; these mandates forced California based organizations to have a minimum of one board member from an underrepresented group by the end of 2021 or be subjected to fines (Patton & Childs, 2020). After the gymnastic sexual abuse scandal, the Sports Services non-profit board was subjected to the S.2330 Act (2020), which imposes private-sector mandates by empowering Olympic, Paralympic, and amateur athletes to have a voice by increasing the representation of current and previous athletes on USOPC's Board of Directors and committees and on NGB's boards (S. 2330, Empowering Olympic and Amateur Athletes Act of 2019, 2020). Provided the gender and ethnic composition of sports is diverse, this act will extend the opportunity to increase diversity on boards as athletes are added and they will influence decision-making for marginalized groups.

Another emergent theme that contributes to board governance theory was the influence of social movement-focused events, which served as a second source of external motivation to increase diversity. During the study this theme materialized with the BLM movement, making it clear that these events have a significant impact on boards. During this

social movement, organizations with women and minorities on their boards had a trusted insider voice to influence decisions. When the boards are equipped with reliable opinions from several diverse members, the company was more likely to trust, learn, and consider their suggestions (Bear et al., 2010).

Organizations are also able to better position themselves for potential new business opportunities when they strategically listen to and utilize their trusted diverse voices represented another external motivation theme that emerged because of this study. As the economy consistently evolves with a diverse customer base, organizations must strive to represent their markets as a diverse board of directors may be the foundation of corporate strength (Releford & Berry, 2021). During the interviews, some members stressed the importance of social-class diversity on the board, as it is often overlooked. Boards in this study that better reflected their communities were seen as more effective.

The research here also provides preliminary evidence of the positive impact of adding women and non-white members to boards. Prior research had demonstrated the presence of women alone does not in itself affect the firm value, but the percentage of diversity with the balance between women and men had a positive impact on the firm value (Campbell & Minguez-Vera, 2007). This occurred in Spain just after the 2006 Unified Good Governance Code, which recommends positive discrimination in favor of appointing females to organizations with zero to low female representation in the boardroom. Additionally, Goldman Sachs is pushing for diversity as they have publicized firms with one diverse board member experienced a 44% increase in their average share price within one year of going public, whereas companies with no diverse member experienced only a 13% increase (Elsesser, 2020).

In the current study, the Traditional Medicine Board added two minority women during the BLM movement. The interviews and the observation the board members and the

CEO indicated how critical the additional members were and how they lead the school during the difficult time. The guidance from the minority women resulted in increased enrollments because their communication had been honest and their work was authentic and the students felt the school was invested in the cause, which helped the organization stay profitable during the crisis. This is suggestive of a significant trend toward increasing effectiveness through addition of women and minorities, but future research should explore in greater detail.

The higher-order themes that are noted in this study can significantly impact boardroom decisions regardless of whether they are non-profit, public, or for-profit. Non-profit organizations typically advocate for a cause to influence public policy or social justice movements (Shaw, 2020). Based on the results of this study, having a diverse board is beneficial. In the past, public and for-profit companies traditionally stayed clear of social matters and merely focused on their operations, but recent events, to include concerns voiced by shareholders, consumer boycotts, adverse attention, and targeted media campaigns have generated a need by organizations to rethink their governance structures (Haas et al., 2018). Organizations with diverse board members are discovering the strategic value associated with board diversity and leveraging it to improve their operational outcomes.

In addition to the six board capabilities mentioned in this study (Mallin, 2004; Tasheva & Hillman, 2019), two additional capabilities emerged as part of this study, succession and strategic planning, which were shown to be important factors to boards' effectiveness. Additionally, board effectiveness is further enhanced when there is synergy among the component parts of the organization and measures to effectively hold them accountable. The board's value is realized when it is positioned to serve as a thought partner to the executive team. This is a shift in governance from a passive 'nose in, but fingers out' approach to a more engaged and proactive board style as the members are cognizant of not only the Duty of Loyalty, but also the Duty of Care. Both the board and management team

implement fast-paced diverse strategies for the betterment of the organization. The boards' legitimacy is ultimately compromised when the members' roles are undefined, the board has limited input, or there is a lack of respect or trust among the members resulting in a negative impact on the boards' effectiveness. Additionally, as public sentiment surges for firms and boards to be more reflective of the populations they serve, adding women and minorities on boards is another component to enhance the legitimacy as respect and trust is likely to increase as these members contribute their unique capabilities.

Implications for Human Capital Theory

The value of having diverse board members is reflected in the diversity of thought that they bring to board deliberations in the form of human and social capital that can be served to enhance and add to the organization's performance. Jang (2017) developed a model of cultural brokerage in multicultural teams that shed light on the process through which members of such teams leverage their diverse knowledge for innovative results. Haynes and Hillman (2010) focused on how expertise and knowledge is crucial to the understanding of how such information enters into the deliberations of board discussions and adds to the effectiveness of such deliberations. This element is lacking in past research (Klarner et al., 2018). This study attempts to address that question by adding deep level diversity components of human and social capital.

Boards in the study that were seen as most effective in their ability to provide positive outcomes to the organization were diverse in their composition, with minorities and women who were assertive when they entered the dialog, and were able to provide a different viewpoint on issues that were instrumental to the organization's goals and objections. Their diverse opinions enhanced the information exchange, improved the processing of data, and amplified the overall board's effectiveness. Boards with members who contributed multiple layers of cognitive attributes were more effective and positively influenced the firms'

effectiveness. Although all boards had members with various professional backgrounds, boards that included women and minorities were among the most effective boards. It did not matter whether it was a private, for-profit, or non-profit - all appeared to benefit, but when the professional background was combined with the members experience due to their upbringing as a woman or minority, this had a notably strong influence on the board and organization performance. These empirical findings extend on the work by Tasheva and Hillman (2019), through an examination of the contributions of women and minority board members who can add their human capital capabilities to bridge the boundaries across cultural divide. Diverse members were classified as the insiders as they provided a diverse viewpoint using culture-specific words to explain the BLM movement to the majority members. This added dimension to board deliberations was essential to bringing a level of cognitive awareness to discussions that was absent in the absence of having a diverse board. The added discourse was essential in bringing together information that was able to improve the organizations understanding of the changing dynamics of clients and how to best position the organization. When the deep level diversity capabilities overlapped across multiple cognitive attributes, professional background, and expert knowledge there was an even more potent positive influence on the board and firms' effectiveness, which expands on Hillman et al. (2002).

Of the six boards observed, only one board had a woman who served as the financial expert and another had one minority male, while the other boards contained financial professionals who were Caucasian males. There is a great opportunity for women and minorities who are financial experts to gain access to a board seat because these specialists are necessary for all boards and adding a diverse member for this spot could aid the board to have a positive influence on the firm. This study was able to provide evidence of the added

contributions of women and minority board members based on the added attributes they were able to provide as board members and enhance the overall effectiveness of organizations.

Implications for Social Capital Theory

By documenting the unique social capital contributions of women and minorities, this study attempted to show the value of board diversity and its impact on a firm's outcomes. The study attempted to show the social capital connections and how this connection proved to be extremely valuable and necessary during board discussion, and at times more impactful than the members' human capital contributions. Tasheva and Hillman (2019) suggested individuals increased their benefits from resources, power, and information based on their social networks, but the results of my study add to the significance of diverse boards to include the human capital component.

Discussions with board members emphasized the importance of having connections that were beneficial and important to the organization. For example, board members confirmed it was more beneficial when organizations that were heavily regulated had members that had industry and political ties that provided inside information specific to laws and acts that were passed that impacted the organization. Similarly, non-profit boards benefited from community, stakeholder, or relationships that were important to achieving their objectives. Any diverse connections that supported their cause and could easily cut checks when the firm was fundraising. This appeared to be born out in this study, with boards that were diverse. Boards that were most effective had minorities and women who offered a weaker network, but these unique ties separate from the redundant connections from the majority members offered distinctive information from their networks specific to social influences which expanded on Tasheva and Hillman (2019). This was apparent during the BLM movement when women and minority board members were able to provide information that positively affected the firm's performance.

A significant challenge for women and minorities involved the difficulty in gaining board membership. This was made somewhat easier through networks, referrals, and recycling. Through the process of networking and bonding with existing board members and other sources, their opportunities to become members of governing boards is greatly enhanced. However, women and minorities often lack these critical internal ties, making it difficult for them to gain access. Another benefit of valuable internal connections are the increased number of supporters a member has when they promote an initiative. Organizations that strategically have diversity as an objective understand the importance of having members of minority groups serve on their boards resulting in an awareness and acceptance of their contributions that leads to an increase in knowledge transfer (Kim & Cannella, 2008). During my observations, this process was apparent as women and minorities were able to develop and accentuate key ties with their fellow board members, and the chair or fellow board members would speak up in support of their recommendations.

Implications for Business Practice

The Theory of Imperviousness that was developed as part of this study was conceptualized to speak to strategies that are deployed by women and minority group members as coping mechanisms in their interactions with the dominant culture. These copying mechanisms have become important attributes for women and minorities in all aspects of American society and, in particular, in their service as members of governance boards. What was noted in the study that spoke to the effectiveness of various boards was the ability of these diverse board members to be seen as important contributors to the governance team at a time of flux and change in American society and throughout the world, particularly in issues involving race and equity. The importance of these issues has become more and more apparent as the economy and society are responding and, in some ways, adding pressure to the traditional ways of doing business and rethinking the need to make adjustments.

The combination of cultural shifts and economic markets have resulted in an awareness and need to rethink business as usual, resulting in a willingness by non-minority board members to listen to the ideas and recommendations from women and minority board members about different approaches to doing business, particular at a time of great stress in society and the economy. While these stresses have created opportunities for women and minorities to apply for and be accepted for positions as board members, the need to make adjustments as board members is still applicable and the methods and mannerisms that these members have developed for that purpose are conceptualized in my proposed Theory of Imperviousness. As noted in this study, women and minorities who were part of the most effective boards successfully adjusted their mind-set as they gained board experience. By developing strategies and becoming impervious, the women and minorities exerted greater influence on the effectiveness of the board and the firm. It is my hope that information presented in this study will serve to demonstrate the efficacy of adding diversity to board governance and the impact that occurs as a result.

For those who are charged with diversifying boards, it is important to understand the value and validity of specific skills that contribute to the board's effectiveness that have been overlooked in the past. Many firms hire companies to search for board members to interview, but these firms are still utilizing antiquated measures that are not necessarily conducive to identifying and recruiting individuals who can add value in today's business environment. Table 7 provides information on the skills that were noted in this study by board members from the highest performing boards in the form of a Board Competency Matrix. The matrix highlights the professional background, expert knowledge, cognitive attributes, interaction, and governance capabilities for board members of all demographic groups. However, it should be noted that my findings suggest these attributes are likely to be demonstrated more frequently by women and minorities. The Board Competency Matrix can be used as a guide

for board search firms or in organizations searching for specific attributes for the recruitment of board members. It is significant to note, as minorities and women pursue top board positions, it is imperative to be mindful and strategic of balancing the interaction capabilities to minimize any negative impressions from other members. Selecting the right member is critical so understanding the board members competencies is crucial for the cultural fit among the members and to increase innovation and creativity.

Table 8

Board Competency Matrix

Professional Background	Director A	Director B
Attorney/Legal/Public Policy		
Board Director Experience		
Consulting		
Core Industry Experience		
Diverse Background		
Diverse Experience		
Finance/Audit & Risk		
Senior Executive Experience		
Expert Knowledge	Director A	Director B
Global Business		
Law		
Upbringing as a Minority		
Upbringing as a Woman		
Cognitive Attributes	Director A	Director B
Assertive		
Audacious		
Confident		
Different Viewpoint		
Higher Education (BA, JD, PhD, DBA)		
Leadership Viewpoint		
Open-Minded		
Situational Understanding/Awareness		
Interaction Capabilities Many are Classified as Soft Skills	Director A	Director B
Ability to Ignore or Deflect Negativity		
Ability to Speak Up		
Code-Switching Ability		
Focus on Tasks		
Impervious Ability		
Inclusive		
Inquisitive		
Insistent		
Integrity		
Mindful Communication		
Passionate		
Perspective-Taking Ability		
Governance Capabilities	Director A	Director B
Comprehend Financials		
Diverse Connections		

Regulatory, Compliance, Risk Experience		
Strategic Planning/Thinking		

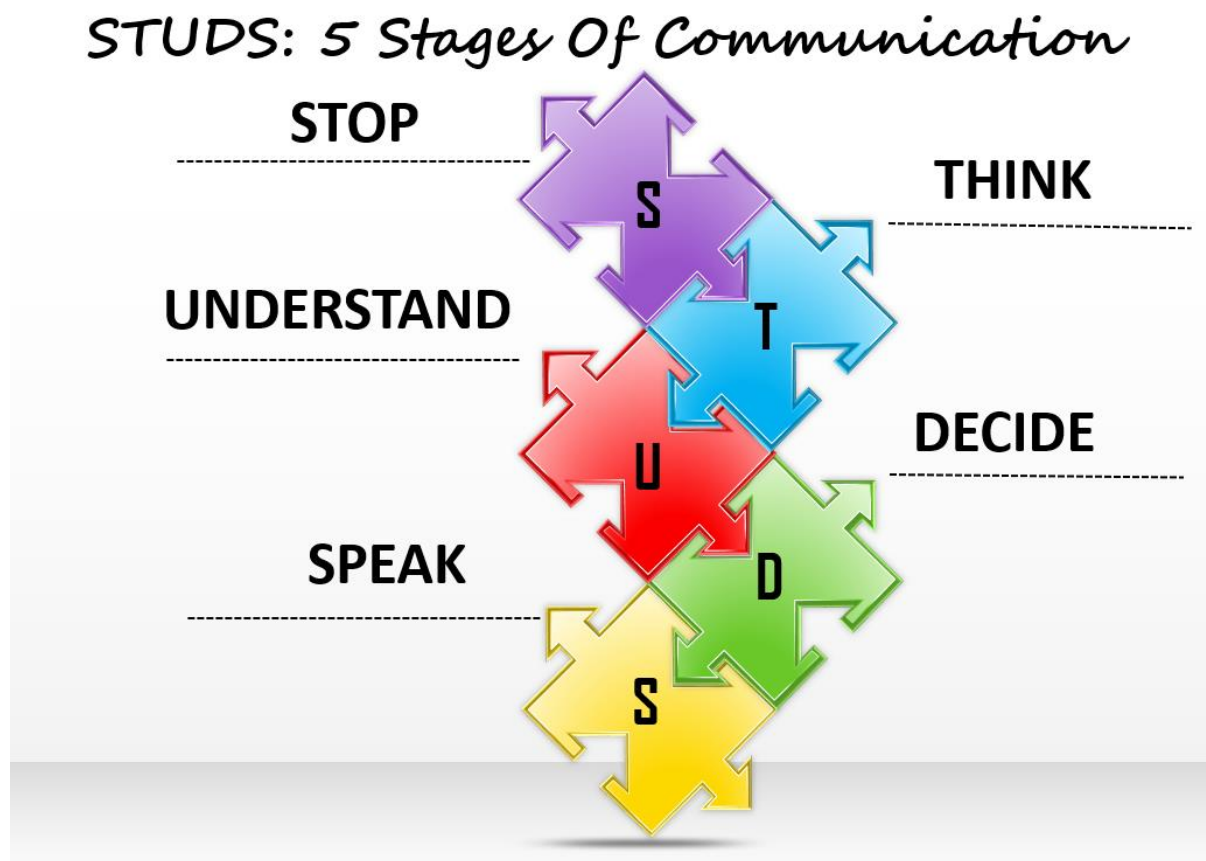
As organizations and search firms utilize the Board Competency Matrix by synchronizing diversity of the board to the diversity of the firm’s prospective customers and employees, minority inclusion supports a better understanding of the industry and enhances the firm’s ability to infiltrate markets to improve their performance. Board diversity affords critical human and social capital to organizations that can increase innovation, creativity, and problem solving. My findings indicate that a diverse board has a broader view, so they can better grasp the complexities of the business environment that is served, improve their decision-making, and increase the organization’s bottom line.

Another practical contribution is a communication process which can be captured with the acronym STUDS (Figure 5). I feel compelled to highlight, in this context, the letters are not associated with the traditional masculinity of the word and merely depict the beginning letter of each component within the communication development. The unique skills the women and minority members often utilized to manage their emotions and facilitate thinking are summarized in this acronym. First, ‘Stop’ to breathe and take a moment to assess the topic/conversation. Next, ‘Think’ about the environment, the audience (an executive, staff, other board members, community, etc.) and the potential consequence for what you might say. Then, ‘Understand’ the other person’s communication style (expressive, dominate, amiable, or analytical), their status/position, their non-verbal communication as this sends a strong message because words are only half of the message, in addition to all other factors that could inhibit the desired outcome such as your emotions as they have an impact on your view of the situation. Next, ‘Decide’ to either modify (or maybe not modify) one’s behavior, speech, or tone dependent upon the outcome of S, T, and U and you may need to compromise and accept others ideas. Finally, ‘Speak’ by effectively stating the message and act in a

mindful manner to attain the desired outcome and be mindful of your body language, pitch, tone, and emotions. By utilizing this approach to mindful communication, my findings suggest women and minorities become more inclusive with other members, gain support for their initiatives, and increase their internal social capital, resulting in more referrals to other boards and having a stronger influence on the firm performance.

Figure 6

STUDS Communication Process Model



Limitations

It is important to note the limitations of the study. First, at the initial onset of the research, I set out to complete a study on public boards. Due to the struggle of obtaining agreements from public companies to observe their boards, there ended up being a mix of

industries, which might also influence the results. Although I administered a deep dive across several industries and types of boards, due to time constraints I was unable to achieve full breadth across a variety of industries to include a detailed analysis. Future research regarding the contributions of women and minorities as members of governance teams should include a broader set of board types, focus on one specific sector (public, non-profit, or for-profit), a particular ethnic group (women), or only one ethnic group, such as African Americans. By focusing on only one group, the researcher may collect richer data.

A second limitation involved the difficulty of gaining access to board members. Some of this was due to restrictions involving issues of confidentiality. These limitations provided for a limited view of the board by only hearing from a group that was selected based on purposive sampling and referrals. Future research should expand on and verify these results when all members from the board have a chance to provide a more nuanced and balanced perspective of the board.

A third limitation was due to the coronavirus pandemic that made it difficult to return to organizations for in-person observations, so several observations were completed virtually while others were in person. The virtual sessions may have altered the members' interaction due to distractions in their existing environment compared to the board members who met physically. There were moments when members' cameras were turned off so I was unable to gain a sense of their interaction, whereas when the meetings were in person the members did not have the ability to turn off cameras and all interactions could be documented. Meetings that were conducted in person enabled me to conduct process mapping, which considers the phenomena dynamically regarding movement, activity, events, change, and temporal evolution (Langley, 2007). It is recommended that future research use such an approach across a broad sample of boards, ideally involving observations of multiple face-to-face board meetings.

A fourth limitation was the lack of discussions with members of the C-Suite to validate the information provided from board members. These conversations would have provided an independent perspective from the management team and help to explain the how and why of specific events to provide insight into the reflecting participant's perception (Yin, 2018). I was able to complete an interview with one CEO and the information she provided was valuable as it validated the responses from the board. I had the opportunity to review the responses from both the board and management which confirmed this board was high performing. Future research should include responses from members of the board and management team to compare the responses of member with non-members.

A fifth limitation involved the composition of boards in that none were either all Caucasian or all male boards. Historically, boards were Caucasian and male, but with external pressures at play, boards have added at minimum, at least, of a woman or a minority to increase the diversity. As such, I could not determine how effective an all-male or all Caucasian board would have been nor the influence they would have on the firm's effectiveness. It is recommended that future studies observe boards with all Caucasian males to assess their interactions and contributions to determine the effectiveness of their boards as compared to boards with diverse members.

A final limitation is the fact that I am an African American woman, so this could have influenced certain interpretations. To mitigate this limitation, I utilized multiple validity strategies to validate the accuracy of the data. I triangulated different data sources to justify the themes. I incorporated member checking to establish the accuracy of the findings by sharing the findings with 31% of the members that were interviewed across all sectors and effectiveness rankings. I interviewed a total of 40 board members, but only 16 were members of the boards observed. By interviewing extra members, I was able to validate specific findings. I consistently utilized peer debriefings with members of my committee in addition

to having external sources validate and cross-check the codes. Each researcher was provided a list of codes and quotes from the board member interviews and they were asked to match the code to the quote. Both members' coding coincided 100% with my own, as they successfully matched quotes with the corresponding codes in the same manner as I had done. These features of the research design help to mitigate the concerns around researcher bias.

Recommendations for Future Research

In addition to the above noted recommendations, future research should examine boards prior to and after the addition of women and minorities to better determine the impact of diversity to include the consideration of external motivating factors such as regulatory or social movement-focused events. There are concerns that organizations are merely checking the box to add diverse members to avoid government penalties and fines and are not capitalizing on the unique contributions of women and minority board members. This can be accomplished by utilizing a mix-methods approach to collect both quantitative and qualitative data. The initial phase could start with a survey from the executives of the firm to have results from the general population of any board and firm's effectiveness following the addition of diverse board members.

In addition, further studies should focus on qualitative interviews to collect detailed information from board members, as well as observing the board meetings to witness the interactions among its members. With this approach, the literature would expand on the diversity emergent framework connecting human and social capital along with the interactions of the women and minorities by determining how they influence the firm effectiveness. By adding new patterns of interaction of the women and minorities among the majority members and documenting any strategies or deliberate approaches that are used to combat challenges they encounter as they attempt to achieve the optimal interaction on the board, this research would extend the Optimal Imperviousness Model. Such research would

also further develop the Board Skills Competency Matrix as more abilities are identified and added to the list. Such work would also expand on Tasheva and Hillman's (2019) personal range for both the women and minorities and the board, in addition to extending on Hajro et al.'s (2017) effectiveness of Multicultural Teams as the challenges and interaction patterns are documented further. This will also advance the human capital and social capital theories as unique attributes and their impact to an organizations' success.

Second, future studies should also consider transgender members and explore if they offer unique contributions that are important to a firm's success since this minority group is understudied. Additionally, members from the LBGTQ+ community who self-identify with the non-binary group should be included in future research. This is yet another group who are in the workplace and as regulatory laws include these members, future research is needed to document their unique contributions. By utilizing a qualitative ethnographic design, researchers can determine the implication of the phenomenon from the perspective of the diverse women and minorities who self-identify with the non-binary group. This research is nascent since historically these members did not openly communicate their personal status. It is unknown what patterns of behavior develop overtime from this unique group when they are interacting with other members of the board. Boardroom observations will be essential to collect the relevant data. This would further expand on the emergent model connecting diversity, human capital, social capital, and the interactions among members of the board because this diverse group may offer unique contributions from the other board members. Such information is unknown since this group has been understudied. It would also extend on theories of Optimal Imperviousness, human capital, and social capital.

A third aspect that should be further explored is the impact of independent outside board members verses inside board members. An inside director is someone who works at the firm and has a vested interest. Independent outside board members are individuals who have

no material interest in the company, and they are thought to be more objective and offer a more diverse perspective than an inside director. During the interviews, some members mentioned that board member status could have an impact on their contribution and influence the board's effectiveness. A mixed methods approach would be beneficial for future research in this area to collect various data sources for a more thorough analysis. By conducting a survey, along with interviews and observations to explain the survey, this research would help to expand on both board and diversity research. There is a stronger opportunity to increase diversity by adding independent outside board members as the pool is more diverse. There is an opportunity to extend on Optimal Imperviousness Theory as the interactions of the outside and inside directors are documented, any correlations or anomalies can be highlighted of the women and minority members. This will also extend the human and social capital theories as specific contributions that are unique to these members that can be noted.

Conclusion

After interviewing 40 board members, observing six boards, and reviewing archival data for the organizations these boards represent, this study has highlighted specific human and social capital contributions of minorities and women that successfully influence the board and firm performance. The model that emerged explains how diverse members' combat challenges they encounter over time by utilizing specific strategies and deliberate approaches to contribute to the interaction in the boardroom. I proposed, a Theory of Optimal Imperviousness, which explains the strategies and approaches, and recognizes that women and minority board members stand their ground, but also adjust, and that by doing so they are recognized as valuable to their board and organizations they represent. The Board Competency Matrix delineates the most impactful capabilities women and minorities can contribute during these interactions with other members to positively influence the board and firm's effectiveness. Both the theory and the matrix provide tools to organizations and

women and minorities to effectively articulate why they should be considered for future board seats and how they can influence the firm's performance.

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APPENDIX A: IRB APPROVAL LETTER



Pepperdine University
24255 Pacific Coast Highway
Malibu, CA 90263
TEL: 310-506-4000

NOTICE OF APPROVAL FOR HUMAN RESEARCH

Date: April 05, 2020

Protocol Investigator Name: Sharifa Batts

Protocol #: 19-09-1145

Project Title: Diversity of Corporate Boards Qualitative Exempt Application

School: Graziadio School of Business and Management

Dear Batts:

Thank you for submitting your amended exempt application to Pepperdine University's Institutional Review Board (IRB). We appreciate the work you have done on your proposal. The IRB has reviewed your submitted IRB application and all ancillary materials. Upon review, the IRB has determined that the above entitled project meets the requirements for exemption under the federal regulations 45 CFR 46.101 that govern the protections of human subjects.

Your research must be conducted according to the proposal that was submitted to the IRB. If changes to the approved protocol occur, a revised protocol must be reviewed and approved by the IRB before implementation. For any proposed changes in your research protocol, please submit an amendment to the IRB. Since your study falls under exemption, there is no requirement for continuing IRB review of your project. Please be aware that changes to your protocol may prevent the research from qualifying for exemption from 45 CFR 46.101 and require submission of a new IRB application or other materials to the IRB.

A goal of the IRB is to prevent negative occurrences during any research study. However, despite the best intent, unforeseen circumstances or events may arise during the research. If an unexpected situation or adverse event happens during your investigation, please notify the IRB as soon as possible. We will ask for a complete written explanation of the event and your written response. Other actions also may be required depending on the nature of the event. Details regarding the timeframe in which adverse events must be reported to the IRB and documenting the adverse event can be found in the **Pepperdine University Protection of Human Participants in Research: Policies and Procedures Manual** at community.pepperdine.edu/irb.

Please refer to the protocol number denoted above in all communication or correspondence related to your application and this approval. Should you have additional questions or require clarification of the contents of this letter, please contact the IRB Office. On behalf of the IRB, I wish you success in this scholarly pursuit.

Sincerely,

Judy Ho, IRB Chairperson

cc: Dr. Lee Kats, Vice Provost for Research and Strategic Initiatives

Mr. Brett Leach, Regulatory Affairs Specialist

APPENDIX B: LITERATURE SUMMARY

Author, Year, Favor/Against/ Inconclusive	Topic and Methodology	Data Sample and Variables (Dependent-DV, Independent-IV, Control – CV)	Focus & Summary	Question/Problem Findings
Johnson, Schnatterly, Hill (2013)	Topic: Board composition beyond independence Method: Theoretical literature review	Data Sample: Reviewed over 300 articles from 1990-2011	Focus: Social and Human Capital and Summary: Synthesize the diverse literature and highlight the theoretical and methodological approaches	Question/Problem: Little consensus on what boards should look like or what kinds of people make the best board members. Findings: Demographic, human capital, and social capital characteristics of directors have essential effects on firm outcomes.
Kor and Sundaramurthy (2009) Favor	Topic: Experienced-based human and social capital of outside directors Method: Quant	Data Sample: 72 Technology-based entrepreneurial firms that went public in the medical and surgical instrument industry in the U.S. 1990-1995 (326 observations) DV: Rate of sales growth IV: Outside directors' on multiple boards CV: Start-up experience, board tenure, and proportion of outside directors	Focus: Outside directors human and social capital Summary: Outside directors membership on multiple boards, industry-specific managerial experience, and firm-specific founding experience have a strong additive impact on firm growth	Question/Problem: Do outside director's board memberships and managerial experiences have additive and interactive effects? Findings: Outside directors membership on multiple boards, industry-specific managerial experience, and firm-specific founding experience have strong additive effects on firm growth
Lee, Jang, Choi (2016) Mixed	Topic: Social capital of corporate boards: effects on firm growth Method: Feasible	Data Sample: 117 nonfinancial companies in the Korea Composite Stock Price Index Sector 950 directors (2003), 966 directors	Focus: Social Capital and Firm Growth Summary: There were mixed findings	Question/Problem: Does social capital on corporate boards influence firm performance? Findings: High internal social capital of the board

	generalized least square (FGLS) regression model	(2006), and 900 directors (2009) IV: Internal social capital DV: Sales growth CV: Board size, avg. age of directors, ration of outside directors to all board members, firm size		had a consistently negative influence on firm growth. On the other hand, a significant result for neither the positive influence of high board external social capital on firm growth nor the moderating effect of ownership structure on the influence
Niu and Chen (2017) Favor	Topic: Social capital of directors and corporate governance Method: Case study: Open source software tool (NodeXL) to visualize the social networks of the board of directors	Data Sample: 2 companies listed in Hong Kong	Focus: Social Capital and board of directors Summary: How directors social capital may affect the director's behavior, the quality of board performance, corporate governance, and the potential normative implications of directors' social networks	Question/Problem: Does the network structure of a board member influence the board? Findings: With more social capital the director is more likely to be robust and have influence over other directors on the board
Johnson, Schnatterly, Hill (2013)	Topic: Board composition beyond independence Method: Theoretical literature review	Data Sample: Reviewed over 300 articles from 1990-2011	Focus: Social and Human Capital and Summary: Synthesize the diverse literature and highlight the theoretical and methodological approaches	Question/Problem: Little consensus on what boards should look like or what kinds of people make the best board members. Findings: Demographic, human capital, and social capital characteristics of directors have essential effects on firm outcomes.

<p>Kor and Sundaramurthy (2009) Favor</p>	<p>Topic: Experienced-based human and social capital of outside directors Method: Quant</p>	<p>Data Sample: 72 Technology-based entrepreneurial firms that went public in the medical and surgical instrument industry in the U.S. 1990-1995 (326 observations) DV: Rate of sales growth IV: Outside directors' on multiple boards CV: Start-up experience, board tenure, and proportion of outside directors</p>	<p>Focus: Outside directors human and social capital Summary: Outside directors membership on multiple boards, industry-specific managerial experience, and firm-specific founding experience have a strong additive impact on firm growth</p>	<p>Question/Problem: Do outside director's board memberships and managerial experiences have additive and interactive effects? Findings: Outside directors membership on multiple boards, industry-specific managerial experience, and firm-specific founding experience have strong additive effects on firm growth</p>
<p>Lee, Jang, Choi (2016) Mixed</p>	<p>Topic: Social capital of corporate boards: effects on firm growth Method: Feasible generalized least square (FGLS) regression model</p>	<p>Data Sample: 117 nonfinancial companies in the Korea Composite Stock Price Index Sector 950 directors (2003), 966 directors (2006), and 900 directors (2009) IV: Internal social capital DV: Sales growth CV: Board size, avg. age of directors, ration of outside directors to all board members, firm size</p>	<p>Focus: Social Capital and Firm Growth Summary: There were mixed findings</p>	<p>Question/Problem: Does social capital on corporate boards influence firm performance? Findings: High internal social capital of the board had a consistently negative influence on firm growth. On the other hand, a significant result for neither the positive influence of high board external social capital on firm growth nor the moderating effect of ownership structure on the influence</p>
<p>Niu and Chen (2017) Favor</p>	<p>Topic: Social capital of directors and corporate governance Method: Case study: Open source software tool</p>	<p>Data Sample: 2 companies listed in Hong Kong</p>	<p>Focus: Social Capital and board of directors Summary: How directors social capital may affect the director's</p>	<p>Question/Problem: Does the network structure of a board member influence the board? Findings: With more social capital the director is more likely to be robust</p>

	(NodeXL) to visualize the social networks of the board of directors		behavior, the quality of board performance, corporate governance, and the potential normative implications of directors' social networks	and have influence over other directors on the board
Stevenson and Radin (2009) Favor	Topic: Social Capital and Social Influence on the Board of Directors Method: Mixed-Method Approach Qualitative Survey, calculations of the intra-class correlation coefficient in the random-effects hierarchical linear model (HLM)	Data Sample: 60 companies contacted, but 46 refused to participate. 14 boards were pooled together (51 total respondents)	Focus: Board members and how they gain influence on the board Summary: First study to survey all networks of all board members and follow-up with interviews	Question/Problem: Do human and social capital affect the board? Findings: The results support social capital model influences the performance of the firm
Terjesen, Sealy, and Singh (2009) Favor	Topic: Women Director's on Corporate Boards Method: Theoretical Research – 10 theoretical articles addressing social and human capital theories	Data Sample: 10 papers	Focus: Comprehensive review of women on corporate boards (Social and Human Capital) Summary: Most research focus has been centered on readily available data instead of accessing boards directly	Question/Problem: How gender diversity on corporate boards influences corporate governance outcomes that in turn impacts performance Findings: The findings are organized to provide a new lens that indicates WOCB study is about successful corporate

				governance through better use of the entire talent pool's capital
Carter, David A., D'Souza, Frank, Simkins, Betty J., Simpson, Gary W. (2010) Inconclusive	Topic: Gender and ethnic diversity of U.S. boards and firm financial performance Method: Obtain data on directors and other corporate governance variables from the Investor Responsibility Research Center (IRRC)	Data Sample: firms in the S&P 500 index for the five years (1998-2002) 2300 firms (gender sample) 950 firms (ethnic sample-sub sample of the gender sample) IV: Diversity DV: Financial performance, Tobin's Q, ROA	Focus: (Human Capital) The relationship between the number of women directors and minority BOD and financial impact measured as return on assets and Tobin's Q Summary: Did not find a significant relationship between gender or ethnic diversity and financial performance.	Question/Problem: Reports suggest demographic diversity increases board effectiveness, so the empirical study analyzes the relationship between gender and ethnic minority diversity to determine if it affects a firm's financial performance. Findings: Practitioner- Results did not support the business case for the inclusion of women and racial minorities on corporate boards Theoretical- Drawn from resource dependency theory, human capital theory, agency theory, and social psychology and suggest that gender and ethnic diversity may have either a positive, negative, or neutral effect.
Galbreath (2012) Favor	Topic: Corporate board influence Method: Theoretical literature review	Data Sample: Conceptual framework created	Focus: Social and human capital of outside directors Summary: Existing research has examined inside and outside directors and	Question/Problem: Are boards on board? Findings: The human capital of outside directors creates the experience levels required to monitor managers performance

			gender diversity, but empirical results have not offered a conclusive answer	
Klarner, Yoshikawa, Hiit (2018) Favor	Topic: A capability-based view of boards: A new conceptual framework for board governance Method: Theoretical literature review	Data Sample: Illustrative cases as well as information from interviews with board directors in the U.S., Asia, and Europe	Focus: The conceptual foundations and different types of board capabilities (Social and human capital) Summary: Article introduces a fine-grained perspective on board governance that examines the individual director, interpersonal, and board levels	Question/Problem: What capabilities do board members need to be effective on the board? Findings: First work to use a capability lens to examine the types of governance capabilities required for the BOD to accomplish their roles
Klarner, Yoshikawa, Hiit (2018) Favor	Topic: A capability-based view of boards: A new conceptual framework for board governance Method: Theoretical literature review	Data Sample: Illustrative cases as well as information from interviews with board directors in the U.S., Asia, and Europe	Focus: The conceptual foundations and different types of board capabilities (Social and human capital) Summary: Article introduces a fine-grained perspective on board governance that examines the individual director, interpersonal, and board levels	Question/Problem: What capabilities do board members need to be effective on the board? Findings: First work to use a capability lens to examine the types of governance capabilities required for the BOD to accomplish their roles
Hillman, Cannella Jr., Harris (2002)	Topic: Women and Racial	Data Sample: 275 Directors (African	Focus: The differences between	Question/Problem: How do women and minority directors

<p>Favor</p>	<p>Minorities in the boardroom: How do directors differ? Method: Chi-square analysis of the differences across groups</p>	<p>American male and female, white females, and white males) For-profit Fortune 1000 firms</p>	<p>women and minorities in the boardroom Summary: Directors bring critical resources to the board</p>	<p>differ? Findings: Female and minority directors bring more Human Capital resources (higher education, expertise, knowledge) than the additional perspectives provided by their gender and or race</p>
<p>Stiles (2001) Favor</p>	<p>Topic: Board Strategy Method: Between method triangulation</p>	<p>Data Sample: Open-ended interviews with mainboard members and stakeholders, a questionnaire, and 4 case studies</p>	<p>Focus: The impact of the board on strategy (Human Capital) Summary: Boards are coming under scrutiny, so board members need to understand their role.</p>	<p>Question/Problem: There is a lack of study on the perception of directors themselves regarding their function and influence in the strategic process Findings: The human capital present on the board can represent a significant source of competitive advantage through the capabilities of skills and the unique interrelationships and set of routines that form the dynamic of the board</p>

APPENDIX C: ADULT PARTICIPANT INFORMED CONSENT

IRB #19-09-1145:

Participant Study Title: Demographic Diversity on U.S. Corporate Boards

Formal Study Title: Demographic Diversity on U.S. Corporate Boards

Authorized Study Personnel

Principal Investigator: Sharifa Batts, MBA Cell: (562) 544-3093

Invitation

You are invited to take part in this research study. The information in this form is meant to help you decide whether or not to participate. If you have any questions, please ask.

Why are you being asked to be in this research study?

You are asked to participate in this study because you are a board member on either a U.S. Corporate Board.

What is the reason for doing this research study?

Diverse corporate boards likely have access to unique human and social capital. Women and ethnic minorities on these boards often have individual skills and resources that have the power to contribute to board capabilities. This research is designed to (1) better understand how and to what extent diverse boards contribute to organizational outcomes and (2) uncover the impact of the individual human and social capital contributed by women and ethnic minorities on these boards.

What will be done during this research study?

I seeks to observe a meeting of each participating corporate board to understand board member interactions. Rather than in-person interviews and observations, the University mandates related to the COVID-19 pandemic will be adhered to by conducting interviews and observations remotely, by phone or web conference (e.g. Google Hangouts, Skype, or Zoom). Once the pandemic is controlled, face-to-face interviews and observations will be an additional option and board members can be interviewed at a time and place at their convenience in a confidential, private one-on-one interview lasting about 40 minutes in length. With the interviewee's permission, the interviews will be audio recorded.

How will my data be used?

The data will be analyzed using qualitative analysis to determine how and to what extent human and social capital of board members contribute to board capabilities. Any personal information that could identify participants or their organizations will not be included in the observation notes or interview recordings.

What are the possible risks of being in this research study?

There are no known risks to you from being in this research study.

What are the possible benefits to you?

I will share the results of thematic analysis with all participants in the study. Findings are expected to inform the effectiveness of future board meetings and interactions, and may help

in determining optimal board composition.

What are the possible benefits to other people?

The benefits to science and/or U.S. Corporations may include better understanding of how and to what extent diverse board members contribute to organizational outcomes.

What will being in this research study cost you?

There is no cost to you to be in this research study.

Will you be compensated for being in this research study?

There will be no compensation for your participation in this study.

What should you do if you have a problem during this research study?

Your welfare is the major concern of every member of the research team. If you have a problem as a direct result of being in this study, you should immediately contact one of the people listed at the beginning of this consent form.

How will information about you be protected?

Reasonable steps will be taken to protect your privacy and the confidentiality of your data in the study. The data will be stored electronically through a secure server and will only be seen by the research team during the study. Interviews and observations conducted remotely, by web conference, will be encrypted for 3rd party endpoints.

The only persons who will have access to your research records are the study personnel, the Institutional Review Board (IRB), and any other person, agency, or sponsor as required by law. The information from this study may be published in scientific journals or presented at scientific meetings but the data will be reported as group or summarized and your identity will be kept strictly confidential.

What are your rights as a research subject?

You may ask any questions concerning this research and have those questions answered before agreeing to participate in or during the study.

For study related questions, please contact the investigator listed at the beginning of this form. For questions concerning your rights or complaints about the research contact the Institutional Review Board (IRB):

Phone: 1(402) 472-6965

Email: gpsirb@pepperdine.edu

What will happen if you decide not to be in this research study or decide to stop participating once you start?

You can decide not to be in this research study, or you can stop being in this research study (“withdraw”) at any time before, during, or after the research begins for any reason. Deciding not to be in this research study or deciding to withdraw will not affect your relationship with the investigator or with Pepperdine University.

Documentation of informed consent

You are voluntarily making a decision whether or not to be in this research study. Signing this form means that (1) you have read and understood this consent form, (2) you have had

the consent form explained to you, (3) you have had your questions answered and (4) you have decided to be in the research study. You will be given a copy of this consent form to keep.

Participant Feedback Survey

To meet Pepperdine University’s ongoing accreditation efforts and to meet the Accreditation of Human Research Protection Programs (AAHRPP) standards, an online feedback survey is included below:

<https://forms.gle/nnRgRwLgajYzBq5t7>

Participant Name:

(Name of Participant: Please print)

Participant Signature:

Signature of Research Participant

Date

Signature of Person Obtaining Consent

Date

Rather than in-person interviews, the University mandates related to the COVID-19 pandemic will be adhered to by conducting interviews remotely, by phone or web conference (e.g. Google Hangouts, Skype, or Zoom).

APPENDIX D: CORPORATE BOARD MEMBER INTERVIEW QUESTIONS

Interviewee and organization identifiers: (pseudonyms)

Intro: Thank you for taking the time to meet with me today, and I already received your signed consent form. My name is Sharifa Batts, and I am conducting research on board diversity. Congratulations for securing a board seat. Shortly, I will be asking you a few questions that will take approximately 30-40 minutes of your time. If there are any questions that you do not feel comfortable answering, please feel free to let me know, and we can skip the question(s). Your responses will be confidential and used to further research on board diversity. Do you mind if I record our conversation to ensure accuracy? Do you have any questions you would like to ask me before we get started?

The interview will focus on five main areas:

- A. Background
 - B. Connections and networks
 - C. Skills, abilities, and talents
 - D. Outcomes
 - E. Experiences on boards
- A. Background Questions**
1. What is your background?
 2. What specific reason were you brought in to sit on this board?
 3. When did you join this board, and did you have a corporate sponsor?
 4. What is the composition of the board?
 5. Are you now or have you been a member of other boards?
- B. Connections and Networks**
1. How long have you worked in this industry and in what capacity?
 2. What other groups or associations do you belong to that have served as a resource to you as a board member?
 3. Which specific external ties or connections have served as a resource to you as a board member?
 4. How has this benefitted the board and/or organization?
 5. Have you worked overseas to create a network? If so, what industry?
- C. Skills, Abilities, and Talents**
1. What responsibilities, skills, abilities, and experiences do you feel you contribute as a board member?
 2. Do you have to do any research, secure resources, or communicate with external parties (Low-interdependence- Resource Provisions)?
 3. Do you participate with CEO evaluations, succession planning, compensation, hiring/firing, or strategic implementation (Monitoring – High Interdependence)?
 4. Do any of these contributions stem from being a woman or minority?
 5. How has the board and/or organization benefitted from the contributions?
 6. How has your education and/or previous experience prepared you this board?
 7. If I were to ask other board members, what do you think they would say about your diverse background, skills, experience, and contributions?
 8. Have you received any training to prepare you for diverse conditions?

9. Have you been involved with a specific program, initiative, or experience that addressed a diversity concern? If so, what role did you have?
10. In your experience, what are some challenges faced by underrepresented groups on the board (gender and/or ethnic)?
11. What strategy have you used to address these challenges and how successful were those strategies?
12. How have you helped others in creative thinking, and what role did you play in the process?
13. How did you help make complex ideas or situations more clear or understandable?

D. Outcomes

1. Is this a high performing corporate board? Why or why not? (What are the strengths and weaknesses of the current board?)
2. Is this a high performing organization? Why or why not?
3. Where do you think your strengths and weaknesses fit in with the current board, and has the corporate sponsorship been an asset the board?
4. In what ways does the board's composition help or hinder the organization's effectiveness?
5. How have you personally contributed to the organization's effectiveness?
6. What unique human and social capital do the other members contribute to the board?

E. Experiences on this board

1. Describe your understanding of diversity and why is it important to this board.
2. Describe a time on this board where you had to work with someone gender or ethnically different from you, any challenge it may have created, and how you dealt with the situation.
3. How has your background prepared you to work with a diverse group?
4. Have you had to deal with any legal issues in past positions that would benefit this board?
5. Have you considered which committees are a fit for you? (What are the current committees?)
6. How do you think the board's expectations match your expectations for yourself? (Describe the expectations.)
7. How does the current term of the position fit in with your other responsibilities? (What is the length of the current term?)
8. How do you see yourself fitting in socially with other board members?
9. Do you have personal aspirations about serving on the board?
10. What makes the organization's mission powerful for you?
11. What interests you most about the organization?

Interviewee gender: _____ **Interviewee ethnicity:** _____

APPENDIX E: BOARDROOM OBSERVATIONS

Organization Name	Entertainment or Technology Industry	Location
Start Time	Stop Time	Comments
Board Member #1		
Demographics	Male or Female	Majority or Minority
African-American Board Members	Minority Board Members (Hispanic, Asian, Other than Caucasian or African-American)	Outside or Inside Director
Positive Socio-emotional	1. Shows solidarity/seems friendly, compliments 2. Shows tension release/dramatizes, laughs 3. Agrees, understands, accommodates	
Active Task	4. Gives suggestions, direction, coach, encourage 5. Gives opinion, evaluation, repeats, influence, express feeling, persuade 6. Gives orientation, information, educates, clarifies, explains 6.1. Gives personal information (positive social-emotional) 6.2 Gives topic-related information 6.3 Gives technical information	
Passive Task	7. Asks for orientation, questions, repetition, confirmation 7.1 Asks technical information 7.2 Asks topic related information 7.3 Asks personal information (positive social-emotional) 8. Asks for opinion, query, consults, expression of feeling 9. Asks for suggestions, direction, possible ways of action	
Negative Socio-emotional	10. Disagrees, shows passive rejection, formality, withholds help, ignore 11. Shows tension, asks for help, withdraws out of field, fear, evade 12. Shows antagonism/seems unfriendly, deflates other's status, defends or asserts self, argues, defy	
Interpretation (Atmosphere, Patterns of Interaction)		
Human Capital		Comments
Highest Educational Degree		
Specialized Knowledge (Industry, Tech, Law, Banking, etc)		
Specific Skills (Team work, Adaptability, Creativity, Time Management, Communication)		
Interpersonal Skills (Empathy, Humor, Mentoring, Sensitive, Patience, Tolerant, Compassion)		
Special Abilities (Problem-Solving, Collaboration, Persuasion, Logical Reasoning, Negotiation)		
Unique Experiences		
Social Capital	Connections/Networks (Internal)	
	Connections/Networks (External)	
Board Committee		
Field Notes		

* Bales (1970) Interaction Process Analysis Categories

APPENDIX F: MASTER CODE STRUCTURE

First Order Codes	Second Order Codes	Theme
Attorney Board Experience Consulting Diverse Background Diverse Experience Engineer Government Affairs	Higher Education Human Resources Manufacturing Management Organizer Therapist	Professional Background
Acquisition Equity Executive Financial Functional Expertise Global Business	Laws Programs Procurement Union Upbringing as a Minority or Woman	Expert Knowledge
Assertive Different Viewpoint Formal Education	Leadership Viewpoint Situational Understanding	Cognitive Attributes
Corporate Sponsor Referral	Recycle (Multiple Boards)	Board Access
Alumni Board Community Current Clients Diverse Family Industry	Overseas Political Previous Career Religious Stakeholder University	Valuable Connections
Appreciative Compassionate Complimentary Concern Credible Empathy Genuine Humor	Integrity Mindful Passionate Respectful Sensitive Supportive Thoughtful	Emotional Contributions
Active Participation Civic Engagement Code-Switching Contributes Technical Information Contributes Topic Related Information Diverse Contribution Doer Facilitator Honest Conversation	Inclusion Inquisitive Listening Open-Minded Perspective-Taking Relationship Building Team Player Trusted Diverse Voice	Patterns of Interaction
Defensive Attitude Lack of Access to Boards Lack of Confidence	Marginalized No Opportunity No Support	Systemic Racism
		Human Capital
		Social Capital
		Interactions
		Challenges Faced by Under-

Lack of Creditability Lack of Experience Lack of Key Connections	No Voice Racial Inequality Token		Represented Groups
Adverse Demeanor Gender-Based Bigotry	Gender Inequality Underrepresented on Boards	Gender Bias	
Adapt Audacious Determined Mindset	Focus on Task Ignore Resilient	Impervious	Member Strategies
Advocate Avoid Confrontation Confident Covert Deflection Diplomatic Incomparable	Insistent Mentor Quit Job Recruit Descriptive Representation Speak Up	Deliberate Approach	
Fit In Duty of Care Duty of Loyalty	Increase Diversity of Board Precursor Social Events	Board Practices	
Connecting Organization to External Environment Monitoring Compliance with Regulations Observing and Controlling Executives Perform Research	Provide Information and Advice Review Compensation Secure Resources Strategic Planning Succession Planning	Board Capabilities	Board Effectiveness
Lack Trust Limited Input	Mutual Respect Undefined Roles	Board Legitimacy	
CEO-Board Aligned Customer Satisfaction Efficient Decision-Making Incremental Change	Innovation Recognition Reflection of Community, Customers, & Employees	Social and Reputational Outcomes	Firm Effectiveness
Economic Hit Financially Sound Financial Uncertainty Funding Opportunity	Operational Disruption Organic Growth Profitable	Financial Outcomes	
Diversity of Background Diversity of Experience Diverse Perspective	Diversity of Thought Ethnic Diversity Gender Diversity	Internal Motivation	Motivation for Diversity
Social-Class Diversity Regulatory-Focused Social Movement-Focused		External Motivation	

APPENDIX G: FIRST ORDER CODES WITH ILLUSTRATIVE QUOTES

Theme: Human Capital

Examples of Quotes for Second Order Code Category “Professional Background”

First Order Code	Example (this can be from interview transcript or from an observation of the board)
Attorney	Well, obviously I'm an attorney and I'm very involved in public service and I'm a lifelong Angeleno. I've lived in other states, but I'm a native. I shouldn't say lifelong, but I've always had ties in LA. I've been an attorney for about 15 years. (BM Z, African American Female, Global Warming Board)
	I also attended [School H] and graduated from law school in 1971, so I've been an attorney almost 50 years. (BM HH, Caucasian Female, City Board)
Board Experience	The second one I was brought in because I had the 10 years of experience on the boards. I wouldn't say that more on my board was my previous experience. It was the ability to talk about, "Hey, here are some things that worked in the past, here are some things that this is how we can just kind of... Had you strategy for commodities or here's some ways to think about what the situation might be." (BM Y, Caucasian Male, Sport Services Board)
	So, there's advantages in terms of a board members, right? The stability of the board members are a strength, gives you history and history is valuable at the institution. (BM MM, Asian American Female, Traditional Medicine Board)
Consulting	I worked as a consultant from home for about eight years then with American Red Cross. Red Cross is an extraordinary organization with some incredible experience and challenge and I just learned so much about non-profit world by the work I did there. (BM JJ, Caucasian Male, Sport Services Board)
	So, I was in my industry, though, at that time, 30 years, managing consulting. I had to retire to being in management consulting. I worked with a large corporation. (BM M, African American Female, Sport Services Board)
Diverse Background	The third is, my cultural background, helps me to have a different understanding and appreciation, and perception of this particular medicine and education that the intersectionality of that. Most recently with the resurgence of the BLM movement, I particularly in my own multicultural experience, that's my background. I help them facilitate their forums for the campus, I think like three or four of them. So that's a different set of contributions for my multicultural intercultural skills. (BM MM, Asian American Female, Traditional Medicine Board)
	So what I didn't tell you was that I lived in Mexico for a year, I did teaching in Mexico, I'm fully bilingual. You know, really culturally very comfortable and hopefully people with me also. So, I remember asking around all my friends who I worked with, "What do you think? Is it appropriate for me as a white woman to run for this scene?" And so 99 percent of the people in my circle, which was very diverse, said, "Absolutely. You of all people have had vast involvement in communities of color. You've lived it, you live it, you breathe it, you speak it, et cetera, et cetera." (BM FF, Caucasian Female, Community Board)
Diverse Experience	The five years that I was in Detroit, when I became a managing partner, I was ... When I joined the firm there were, I don't know, three or four white male attorneys. I was the first woman. While I was there, in rapid succession we hired an African American woman and two African American men. We also hired virtually the first African American legal secretaries in Detroit. This was in the early '70s. And because we were a political firm, there obviously were heated discussions about diversity. (BM HH, Caucasian Female, City Board)
	Because of my involvement in many community organizations and the school district, I was elected to the school board in 1994 where I served until 2001 where I was elected to the [Company 31]. I represented what was then the largest Latino district among the nine city council districts, and that was very much my focus. I had a focus much more on who was being ignored by the bureaucracy. I didn't focus on voters, I focused more on non-voters and immigrant communities. I had the court in my district and the [Company 31], I got very, very,

	involved in [Company 35] issues and transportation in general, and served on the [Company 32]. (BM FF, Caucasian Female, Community Board)
Engineer	My real job's at [Company 4] and I build satellites for a living. So, I'm in El Segundo, the old [Company 5]. So, I've been in El Segundo 30 years, building, testing, and launching satellites. (BM KK, Caucasian Male, City Board)
Government Affairs	I am in government affairs, so public affairs. (BM I, African American Female, Global Warming Board)
Higher Education	The bulk of my experience had been in college career services, student services. I spent a number of years working as a student services advisor and career advisor. After that I got into recruiting and more specifically, college recruiting. I've spent a few years doing that, and then eventually, along with recruiting, I got some experience recruiting, also did some diversity and inclusion work, and then had a short stint working for a non-profit for probably about a year or so. Mostly college career services if you look at the number of years, but within the last 13 years has been more focused on recruiting and diversity and inclusion work. (BM II, African American Male, Education Services Board)
	Professional background, I have one year of P-12 experience and I quickly moved into the Community College sector and stayed there for over 30 years and retire as chancellor, then moved into the University, Associate Director now for a Doctoral Program in Higher Education Leadership. (BM MM, Asian American Female, Traditional Medicine Board)
Human Resources	Okay, so 15 years I have worked in Human Resources. I can help them get a lot of their day to day stuff done. I know they do a lot of interviewing. They do a lot of resume, all that stuff that they do within the organization. I can help with all of that. Just helping them with their actual job descriptions and discipline. Like all the HR stuff, they don't have an HR person, so I help them with stuff all the time. (BM B, Caucasian Female, Education Services Board)
Manufacturing	I have started my career in the food business and spent almost my entire career in food manufacturing in the manufacturing side. I worked at packaged goods companies. (BM Y, Caucasian Male, Sport Services Board)
Management	My professional background is six years, Coast Guard, 17 years in the Maritime Industry, and then three years with [Company 66] in different operational capacities. (BM S, Caucasian Male, Education Services Board)
Organizer	I've been a community organizer for 30 years. (BM T, Hispanic Male, Global Warming Board)
	Okay. Well, I spent about 25 years in the labor movement. I started out working with [Company 30]. I worked for [Company 30] for about 25 years, and my co-workers' way back in the day selected me to be their voice, and that's kind of how I ended up in politics. I started out with the Communication Workers, which is the union that represents the phone company employees here in Long Beach, back in the '80s. (BM EE, African American Male, Community Board)
Therapist	I became a licensed Marriage and Family Therapist that was part of my training at [School F] in the psychology department. And so, for about 35 years I had a private practice in counseling. But I also used my skills as a lecturer at [School I] and at [School F], and at several area non-profits. (BM FF, Caucasian Female, Community Board)

Examples of Quotes for Second Order Code Category “Expert Knowledge”

First Order Code	Example (this can be from interview transcript or from an observation of the board)
Acquisition	I am here and very delighted to be with you this morning and to be considered to be a part of the board. As I share with both Amy and Terra, a lot of my life work outside of my professional career, which is global business strategy for enterprise transformation within mergers, acquisitions and divestitures. (BM GGG, African American Male, Education Services Board)
	Plus I've been CEO, we had gone through a transition an actual series of acquisitions and the sale process. (BM Y, Caucasian Male, Sport Services Board)
Equity	I think because of the Black Lives movement and the protests and all the things that we have been reading in the news, I think that we have a new consciousness, a new sense of responsibility to change our lives personally and to change as an organization, change as a

	<p>society. Again, because I do have that outsider's perspective, I think I can really embrace the need for change and to accept how we need to change the system. We need to change the racist system. You and I may have talked about the forums that we have on issues of equity, brought up a lot of issues, problems, our hopes, ideas for changes. And then based on that, we developed some plans, some action plans, and we're implementing. And so I feel like we have moved very, very quickly in a very genuine way or authentic way. And because we have and had board members who are non-White, they have helped me so much in terms our plan, in terms of our communication, in terms of implementation, so that's been really invaluable. And not that I could not have led these changes as a White leader, but I think, again, because I can relate, I can relate to these experiences on some level, I think that we have responded very quickly and very appropriately to work that needs to be done. (BM NN, Asian American Female, Traditional Medicine Board)</p>
	<p>In the community organizations, we fought for district elections for city council and for school board, so it's a fight for fair representation. In the late 70s or early 80s, I worked with the school district on disaggregating Long Beach schools. We fought for district elections. And district elections would definitely allow for more fair representation of each area, and certainly bring in more people of people or at least give people of color an opportunity. And as I told you, I represented this majority Latino district. (BM FF, Caucasian Female, Community Board)</p>
Executive	<p>Well, I tried to work closely with the individuals in the leadership team and during the seven years on that second board the person who they had brought in as the CEO, they lost confidence I guess. And during this time there was the Spanish group had become a minority owner and so they wanted to make a change. I became the chairman of the board and kind of an acting CEO for about a year and a half. It was that skillset to have previously been a CEO and to a previously had the experience of operating a business within the industry. So, they relied on that during that time frame, and then I was working with someone who they wanted to bring in as they wanted to move to the president role. And so at that stage I stepped into chairman only and he became the president. I was there to help and to the extent you needed someone to talk to them about issues. (BM Y, Caucasian Male, Sport Services Board)</p>
	<p>Two is, my experience at the executive level, that's the second one. So, that's my latest contribution using my own skills and leadership with diversity inclusion, and equity, and justice, that's in the space that I use a lot of my leadership skills and capacities. My executive level experience helps to put things under that lens and I think that board also benefited from my own values that I tried to look at things under the justice, equity and inclusion lens, on my own background. That is different from the dominant culture here. So, I tend to look at things under those lens. (BM MM, Asian American Female, Traditional Medicine Board)</p>
Financial	<p>Finance and being a CPA were both skills that were very, very sorely needed by [Company 71] at the time because candidly in 2013 it was a dumpster fire and I tend to be an optimist by nature, but I genuinely, to me it was a flip of the coin whether that organization was going to survive in that period of time. I contribute accounting which is a big part of that, the biggest part of that I think is the budget review process and working with staff to help develop the annual budget. That's such a key metric to how an organization operates. (BM JJ, Caucasian Male, Sport Services Board)</p>
	<p>I was a chief operating officer for a non-profit for a year, and then I worked in the budget office for the US department of health and human services. Possibly, they were like, she knows budgets. Let's just see. But yeah, I'm on the finance committee on one and then a gala committee on another one. (BM I, African American Female, Global Warming Board)</p>
Functional Expertise	<p>I think the board's composition, in every case, the functional expertise that the board members have, and I'm going to use a positive word, commitment to bringing that to bear. So, I'm a lawyer, and in the case in my [Company 72], we got a number of lawyers. So, when you have that many lawyers, the mindset in the orientation is to minimize the risk, so, has a very different conversation. And if you think that that's what you're really there for, it's hard to have a broader conversation. So, it's this idea that companies have in wanting to have such functional board members, that it affects, not only the board dialogue, but then it also affects the executive,</p>

	<p>because what happens is that the board lawyer, they know more than the corporate lawyers. (BM M, African American Female, Sport Services Board)</p> <p>I mean, one has a background in finance. Another has a background in real estate. Another one is a science and tech person. You know, people bring different things to the table. And I value each of those experiences, and I don't expect all of us to be the same. I don't grade it based on how many questions asked or even how knowledgeable. Different people bring different things. I told you what I think I bring. I think our board's composition tremendously helps, because of what I told you. We have five different perspectives. (BM HH, Caucasian Female, City Board)</p>
Global Business	<p>I am here and very delighted to be with you this morning and to be considered to be a part of the board. As I share a lot of my life work outside of my professional career, which is global business strategy for enterprise transformation within mergers, acquisitions and divestitures. (BM GGG, African American Male, Education Services Board)</p> <p>So, there's sort of fundamental principle, so, I think that also helps. You got a lot of people who sit on multinational boards that have not even worked in those areas, but yet are making a lot of decisions about things that happen in that region. So, that has obviously been a benefit, because I can give real experience, because I've been there, which then is rendered as legitimate. (BM M, African American Female, Sport Services Board)</p>
Law	<p>Now, I have a master's degree and a law degree. Nothing like the law degree. I mean, the law degree pretty much is a difference maker. One, I think just for comfort every board wants a lawyer on the board anyway. Of course everyone wants a lawyer on boards. Not like it happens every day and I don't try to be the leader that's going to do the bylaws. I've never been that person. But I might tell someone like, you might be stepping in something if you do this, so watch out or if another lawyer says something based on their research it's like, yeah, I've seen that issue previously. Law's my second career, so I didn't want to put too much on law. Again and again and again for every job I do, it's like my law degree comes in handy, even if I'm not actually practicing law. (BM Z, African American Female, Global Warming Board)</p> <p>I joined the National Lawyers Guild, and the first couple years I had what was then called a community law office, which is to say a storefront. I mainly represented active duty military resisters who were protesting the war. I did that for my first two years, from '71 to '73. I then moved back to Michigan and practiced with a firm in Michigan from '73 to '78. By the time I left the firm I was the managing partner, and I was the person that did the most bar association work, mainly interfacing with the National Lawyers Guild, the National Conference of Black Lawyers, and the legal association. (BM HH, Caucasian Female, City Board)</p>
Programs	<p>I'm good at programs. I've implemented and led many, many programs over my last 30 years. I'll tend to look at programmatic outcomes and process. I think that board members will say that I have expertise in programs. (BM T, Hispanic Male, Global Warming Board)</p> <p>You have been an amazing guide and mentor to me in all of our work in bringing more equity to the college. BM E has been instrumental in setting up this mentorship program for Black students. Acquainting us with Black AIDS Institute, and potential externship, and bringing in the director to do some education for the college. We could not have made such progress in a short period of time without BM E dedication and her contacts. So, really appreciate your leadership and your guidance. (BM NN, Asian American Female, Traditional Medicine Board)</p>
Procurement	<p>You know [Company 35 & Company 15], they're basically the economic engine for Southern California. They provide both cities, both Long Beach and Los Angeles with a tremendous resource base the municipality would not be able to enjoy if they didn't have the [Company 35 & Company 15]. So I think when I, I came there with the perspective of understanding a little bit about process. But the biggest thing that I wanted to kind of really focus on and maybe champion and if there was going to be a legacy for me, is the procurement process, because [Company 35] is technically a public entity and there are plenty of, [Company 35] gives out close to a billion dollars in procurement, so I really want to focus on making sure that particularly minorities, people of color, women, small businesses, minority owned businesses, can get involved in the procurement process in some form or fashion. (BM EE, African American Male, Community Board)</p>

Union	And when I worked in the [Company 76] Union, we were trained on empowering people through organizing. That's a piece of the board prep that I think is a real concern. (BM T, Hispanic Male, Global Warming Board)
	For the bulk of my career, 40-plus years, all I did was represent injured longshore and shipyard workers. So needless to say, over the course of those 40 years in representing over 7,000 individual workers, I learned a great deal about the shipyards and longshore and the maritime industry. I mean I came on the board and immediately knew about shifts, about cargo handling, about break bulk. I will tell you that more than one judge referred to me as the most knowledgeable attorney on the West Coast about longshore claims. One, my knowledge of [Company 15] operations. Two, being a longstanding political community activist in San Pedro and the Harbor area, with all the connections and everything else that brings. And three, the general what I would call transferrable skills an attorney brings to any board they sit on, you know? (BM HH, Caucasian Female, City Board)
Upbringing as a Minority Woman	I have hands-on experience training as a Latino. (T, Hispanic Male, Global Warming Board)
	I have not trained, this is self-taught. I mean, because I don't fit into the mold of traditional, being an Asian woman in higher education and on executive level, there's still just too few of us. So, I'm forced from my own experience because I am different. I have more opportunity to reflect that. Why do I feel this way? Why do I feel against, I'm not prescribing to the dominant. And so, that's helped me to have that diverse lens and understand just for my own personal perspective, but then also, I think if I stayed in Ohio in the middle of the Midwest, I would not have the same. Since I've been in California, the last 40 years has really helped me to understand this diverse context, which we are so blessed to have. (BM MM, Asian American Female, Traditional Medicine Board)

Examples of Quotes for Second Order Code Category “Cognitive Attributes”

First Order Code	Example (this can be from interview transcript or from an observation of the board)
Assertive	I mean, I told the city attorney, "I'll tell you right now, I'm not going to read a single contract. That's your job." I'm looking at the policy. (BM HH, Caucasian Female, City Board)
	Obviously, things have improved and they're getting better, but there would always be times when I would see a group of men huddling about something or other and I always just march right in and insert myself. I've always done that. I had a great role model in my mom, my mom was my number one role model for that. She demonstrated in her work over the years how to be assertive as opposed to aggressive, how to be assertive and have meaningful relationships and never be excluded because you are a woman. (BM FF, Caucasian Female, Community Board)
Different Viewpoint	I will say definitely diverse board members certain bring a diverse... I would say just maybe a diverse perspective, just a different way of looking at things. (BM II, African American Male, Education Services Board)
	So I think it helps tremendously to have different points of view because there are unconscious biases in everybody, and there are unconscious strengths in everybody, and there are unconscious weaknesses in everybody. And if you have that blend, then collectively you're stronger and collectively you're more effective, as long as there's open and respectful communication going on. So everybody has an opportunity to give their point of view. The fact is people's behavior changes when the group is diverse. And you see this if it's just a bunch of women that they'll behave in a certain way, but you start introducing men to the group, then there's a different interaction that starts occurring. And this is vice versa. (BM LL, Middle Eastern, Traditional Medicine Board)
Formal Education	I think the work that I did in my PhD program helped the work that I did as an undergraduate in public administration has helped. Yes, my formal education has contributed to my contributions to the board of directors. (BM T, Hispanic Male, Global Warming Board)
	I guess my experience mostly in Higher Education. I think the board benefited from my decades of experience in Higher Education. So, I bring that perspective and that experience not everybody has on the board, particular at a CEO level. And also I bring currency in Higher

	Education so, I'm still in it. How other institutions I've dealt with the same issues perhaps, years back or currently. So, I think mostly from my experience in higher education. (BM MM, Asian American Female, Traditional Medicine Board)
Leadership Viewpoint	What I think I contribute most is a leadership perspective, which I think is really the missing link on boards. It's almost into the organization's work. And so, in each case, the reason I've been asked is because of the leadership perspective, the ability to see the whole system, the ability to learn, and actually know how organizations work, understand stakeholders, and actually, then, come up with ways to bring that into the room in just a natural way. (BM M, African American Female, Sport Services Board)
	I appreciate the leadership of the vice BM PP recently in leading the commission and requesting assistance from the State of California. The commissioners all joined together on that. Pursuant to the requirements of the Brown Act, of course, we didn't really talk about it. So I want to acknowledge the leadership. (BM OO, Caucasian Female, Community Board)
Situational Understanding	We were really having a great year until this hit, pushing almost a 4% gain in individual membership. Some categories were up dramatically and you can see that represented in the second slide in the presentation. But really since the middle of March, things have come to a hard stop and we've reversed the gains that were occurring in our most significant categories, which are our competitive membership and our non-competitive membership. It is important to note that most youth clubs are anticipating anywhere from a 20% to 35% decrease and so it'll remain to be seen. Membership services had \$29,000 in revenues for the month of March. It consists of \$25,000 in membership renewals or purchasing. Due to the impact of the COVID-19 virus, we do not expect to see any new memberships for the remainder of the fiscal year. We've adjusted the working budget based on this expectation. (BM III, Caucasian Male, Sport Services Board)
	Thank you. We understand. Just functioning during these times, virtually, is a challenge. So commissioners, do you have any comments? I am not hearing... (BM V, Caucasian Female, Community Board)

Theme: Social Capital

Examples of Quotes for Second Order Code Category "Board Access"

First Order Code	Example (this can be from interview transcript or from an observation of the board)
Corporate Sponsor	[Company 65] donates money to this organization and we have job shadowing and internships for the students. (BM B, Caucasian Female, Education Services Board)
	But my first independent, I'm an independent director on all my boards, was in two teams, and I was asked, sponsored and selected by the chairman of the board. (BM M, African American Female, Sport Services Board)
Recycle Rate	Okay. They're all non-profit. One, two, three, four. It's about four now. Yeah. Got off one this April, so four. Oh, including this one will be five. (BM MM, Asian American Female, Traditional Medicine Board)
	Lots of them. For a very long time I've been involved with a non-profit in Long Beach that serves children who are homeless, whose families are experiencing homelessness. I've been very involved in that for years, I was president for a couple of years, I'm still on the board. And it's a wonderful organization. And so, I'm still very active in that. I'm on a governing board. I'm on the Advisory Board for another organization in Long Beach that focuses on Vets. Let me think, I know I have some other ... there is one other board. In addition to this board. (BM FF, Caucasian Female, Community Board)
Referral	I think it had really to do, number one, with the relationship I had with the CEO. I had been very supportive for probably about three or four years prior to being invited to join the board. I think that was definitely one reason, I had a track record of supporting them. I think that was also something she had in mind as well, but also she I think really liked what experience I brought the table, my experiences from supporting high school and college students in both career services and a corporate recruitment role. (BM II, African American Male, Education Services Board)

	Okay, All three, I would say their executive directors or the staff reached out to ask if I was interested in serving on their board. With the exception of probably... Nope. Yeah. All of them came through their executive director. I just happened to know people that were on their board. That obviously was helpful in terms of people giving their input into my nomination. (BM I, African American Female, Global Warming Board)
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Examples of Quotes for Second Order Code Category “Valuable Connection”

First Order Code	Example (this can be from interview transcript or from an observation of the board)
Alumni	I was not the only one, but I strongly recommended that they pursue their alumni, their alumni, and start some kind of program or networking or something involving the alumni. (BM B, Caucasian Female, Education Services Board)
	Yeah, it was really great. And then out of that, seven alumni I reached out to seven Black alumni, and they all agreed to be mentors, and so they met the students via Zoom. It was really a nice, nice event. One of the alumnus said, "I want to lead a group for the LGBTQ students as a resource," so we're launching that, which is great. (BM NN, Asian American Female, Traditional Medicine Board)
Board	Well, we're periodically in touch with previous board members. To get some perspective, if we need to ask them their experience or their ... people get termed out and they're highly functioning and capable board members with institutional memory and then they need to go on with their lives, and occasionally we need to contact them and find out that, so that has been a helpful to be able to say, what do you recall when this happened or what that happened? What was the arrangement or something like that? You know, sometimes the minutes ... you go back and look through the minutes and they're not quite as ... they don't give you quite as much detail as you would if you talk to somebody who was present on the board. So to that extent, yes. (BM LL, Middle Eastern, Traditional Medicine Board)
	So I belonged for a long time to the [Company 68] and there was a lot of crossover when the [Company 68] was more active on the LA [Company 67] also. [Person LL] is actually heavily involved with the [Company 67] and I was a member for a few years of that. I've called a lot of the board members for help with job projects or I've gotten some of their children, jobs or recommended them. Or recommended board members for jobs they've recommended me. So that helps. Just last year we were having an issue with one of the contracts we were negotiating with [Company 70]. And it just so happened that one of our board members is the mayor of [Company 70]. I was able to pull them aside and have some conversations with them that the general manager, vice president of the local hauling company could not have with them. To figure out what the real issues were behind, why did they sign a contract with us? And we ended up getting that contract signed in the end. (BM S, Caucasian Male, Education Services Board)
Community	But I'm also a longstanding San Pedro resident, so I think I was picked both for being a community member from San Pedro, and also my ties to the area labor unions. (BM HH, Caucasian Female, City Board)
	But I've served on that board, I've served on the board of the [Company 43], the North Long Beach branch. Several PTA, you know I have six kids so I've been a part of almost every school in Long Beach. (BM EE, African American Male, Community Board)
Current Clients	I would say either current clients have been helpful with certain boards that I serve on. Some have in terms of financial commitments. I think creating advocates for their organization without having to add people to the board. (BM I, African American Female, Global Warming Board)
	I would say, probably a big part of why people ask me to serve on the board is because they know that I have clients that would typically write checks in support of a cause such as theirs. (BM I, African American Female, Global Warming Board)
Diverse	I will say definitely diverse board members certain bring a diverse... Typically I would say bring a diverse array of networks to any board. For instance, if I'm African American and have

	<p>a strong base of African American contacts, I can certainly bring that to the board where it is lacking. (BM II, African American Male, Education Services Board)</p> <p>The people of color on this particular board are very, very accomplished and so they provide tremendous expertise on governance, finance and program. It's not just a one-person show when there are questions to the board regarding what I just described. There are some very helpful and useful contributions from the people of color on the board. (BM T, Hispanic Male, Global Warming Board)</p>
Family	<p>Yeah, so my sister's on the [Company 74] board for the Honolulu, Hawaii area. It is helpful talking with her because she's been on a lot of boards. (BM B, Caucasian Female, Education Services Board)</p>
Industry	<p>I would say definitely my rolodex of contacts, definitely is a big part of my contribution. My professional network, just being able to have contacts in different industries. They're looking to connect their student populations to careers in a variety of industries, and so fortunately I have contacts across industries, so whether it be engineering, construction, accounting and finance, sports and entertainment, non-profit sector. I tap into those contacts of those different industries from my role with this board. I would say those industry contacts, and then also some folks in non-profit sector. I would say it's benefited more so the staff by the number of people I've been able to bring in as volunteers, whether they're speakers or panelists, but also funders. In terms of the board itself, I think it's probably benefited the board by just seeing an example of how a board member can leverage their professional contacts to help. My ability to be able to use my industry contacts, and to get them to volunteer and provide financial support. I think has been maybe a good example for some board members who haven't known how to do that. I think that contribution benefited the board members. (BM II, African American Male, Education Services)</p> <p>And then I have very strong relationships with labor. So I think I checked off a couple of boxes for the mayor. He needed a person of color, he needed someone that had great relationships with the labor groups that they deal with, which is mainly [Company 40], and [Company 9], and when I was a city council person both of those were two of my biggest supporters. So I kind of check those boxes for him. (BM EE, African American Male, Community Board)</p>
Overseas	<p>So, we did a lot of work globally with CEOs, primarily turnaround situations. So, in every case I was asked, because I had either worked with them in my client organization before, or someone that they knew within the client organization, that referred me. My consulting was international working with multinationals, and then also, country people. So, I worked in Africa, Asia, North America, and South America. So, I think its 20 countries I've worked in. So I do have a pretty extensive network. I lived in South Africa for three years, and I lived in Canada for a few years. (BM M, African American Female, Sport Services Board)</p> <p>I've had the good fortune to travel, and so we do have a business network that's very, very, important. And again, those relationships are very meaningful. Having those personal connections with our customers, our clients, with shipping companies whose headquarters are overseas are very, very, meaningful. (BM FF, Caucasian Female, Community Board)</p>
Political	<p>We have political clout by doing presidential debates and being people-elected and having a voice. It's something that probably didn't realize until maybe Obama won, you know, the election. Then I started going to the White House quite a bit. I always had a crowd of people around me. They were like, are you related to him? (BM Z, African American Female, Global Warming Board)</p> <p>My Rolodex is pretty large, and my reach is, you know, politically ... During the Obama administration I could get all the way to the president's office. Here in California I could probably get all the way to the governor's office. It's very political when you look at it because it's an appointment by the mayor, so in that, just in that in itself, there's this culture, this unspoken reality that the mayors will, and they'll tell you this, you know, "We're not going to get involved in [Company 35], but there may be something that's important to us that we need your support on," and that's why they appoint you. The [Person F] not going to appoint somebody that they don't have a relationship with, that they don't know how, what their</p>

	capabilities are, how they govern and how their process it. And some degree of trust that they have with them that they can count on them to move certain things that they want moved. (BM EE, African American Male, Community Board)
Previous Career	All of my experiences and connections and friendships have informed my work at the college and my work with the board members. Well, maybe I'll answer it this way. For instance, [Person A] and [Person B], another board member, they both used to work at the Student Health Center at [School B]. [Person B] retired as the administrative director, and [Person A] I believe was head of the center. So we got connected through [School B] because we started an externship program there that [Person B] and [Person A] were instrumental in establishing, so our students went to [School B] Health Center to treat [School B] students with acupuncture. And then when they retired, I recruited [Person B] to be on our board, and then [Person B] recruited all as well, but they both retired. Serving on boards, help with recruitment, staffing, consultants. Because when I'm on the [Company 2] board, I'm always looking at, "Oh, that person would be really good to bring in to work with as a consultant or an advisor perhaps for my board." And so that's been really helpful. (BM NN, Asian American Female, Traditional Medicine Board)
	Most of the resources are people that I've worked with over the course of the last 25, 30 years. You know, being a former non-profit executive, I'm very good at fund raising. I think that helped me in my bid for city council. I don't have a problem asking for money, so. (BM EE, African American Male, Community Board)
Religious	I'm very involved in the church community at one of the largest black churches in Los Angeles. (BM Z, African American Female, Global Warming Board)
	I've been involved with the [Company 47] Conference for many years, going back to the late '80s. I sat on that board. They still list me on the board, I've resigned like three times but they still list me as a board member, but I consider, you know ... I've been really focusing on Long Beach the last few years. But I think the boards that have been the most beneficial to me, the [Company 47] Conference. Oh, I forgot, I serve on the [Company 48] Board too. (BM EE, African American Male, Community Board)
Stakeholder	Then, of course, having a strong network with stakeholders, so if we need something, I know someone or I know someone that can give us advice on something. As an alum, I receive a ton of support. Even in my new job, they're going to come and volunteer and basically at no charge to me. They are going to provide some of my legal clinic work. (BM Z, African American Female, Global Warming Board)
	Whatever their social capital is and the people that they can reach and help educate and move toward whatever that board's charter is or whatever they're designated to do. I personally believe that my success in life, I believe, has been based on relationships. You bring your relationships, and the more access you have to high profile or people that can make the changes that you need to make, or influence the changes. Stakeholders, you know, the more relationships that you have with individual stakeholders for whatever board, whatever their function is, or the people that you need to move that organization, I think that's probably the most unique value that they have, and recognizing that you have that. (BM EE, African American Male, Community Board)
University	Yeah, I'm an alum. Just for the record, I'm an alum of [School G] and I'm an alum of [School F] That is the reason that I have strong connections and allegiance to both universities. I mean, I'm very loyal to both universities and both universities have helped me substantially and I do my best to make sure they are pleased with their investment. That is very important to me. (BM Z, African American Female, Global Warming Board)
	Oh. Yeah. So I have my EDD from [School E], so I have a lot of connections through that program, and so I have a lot of former classmates who are in higher education and education who, whether it be in development, counseling, to faculty, financial aid, and so I'm not sure if that's helped me with my board work, but that's certainly helped me in my role as CEO and the president. (BM NN, Asian American Female, Traditional Medicine Board)

Theme: Interactions

Examples of Quotes for Second Order Code Category “Emotional Contributions”

First Order Code	Example (this can be from interview transcript or from an observation of the board)
Appreciative	BM O and staff, such a strong group, such leadership, board members, friends, comrades, colleagues and creative thinkers, everyone. I really appreciate the value that BM JJJ has brought in the finance area, particularly to exec committee, and I know many others as well, but BM JJJ as a relative newcomer has really picked up the reigns, and I'm delighted that he will take over the financial leadership and encourage in that way. (BM N, Caucasian Male, Education Services) (BM JJJ African American Male, Education Services Board)
	Excellent. You've been working on this all season. Thank you for your work on the nominating committee and getting things done. (BM AAA, African American Male, Sport Services Board)
Compassionate	I am certainly not perfect, and there are many things I need to learn, but I think you have to start with kindness. I often will compare leadership to motherhood. And I'm actually ... I'm not a mother. I don't have children, but I feel like a good leader is very maternal. All the good qualities associated with a mother, you need in a leader. It's a lot of mothering, loving and mothering, caring, and sometimes tough love, all those qualities, but I think it starts with kindness and respect. Everyone wants to be respected, and so I try to model that. And so I feel like I hope I bring those to any organization. (BM NN, Asian American Female, Traditional Medicine Board)
	I echo Madam President's comments, this is an extraordinary accomplishment. I wanted to also acknowledge that you represent across a divisional team right now. You represent a lot of really amazing work across many divisions, and kudos to our executives, two of whom are sitting over there, for leading this kind of effort. I would like to acknowledge in particular Finance's contribution to this extraordinary achievement. (BM OO, Caucasian Female, Community Board)
Complimentary	As always, thanks for report. Every commission meeting, it gets better and better. Obviously doing a fabulous job, and I know you have recognized the team that's helping. (BM AA, Caucasian Female, City Board)
	Thank you so much, Mario. That was very comprehensive, and certainly demonstrate the skills of our staff, the skills and a commitment to address the needs during a crisis. And this has certainly been a crisis. I really want to thank everyone from the bottom of my heart to give us the knowledge and the faith that as port we are moving forward and addressing all of the challenges as they come along. (BM FF, Caucasian Female, Community Board)
Concern	So the biggest fear is that we go out and promote something and it looks like we're sort of creating danger, endangering our people, or we're being oblivious to danger. But, we kind of got it, we normally have had the plan, it's in our strategic plan and our budget this last year to do a fall fundraiser and we want to try to convene. This is something that we have a little bit of time to consider. (BM O, Caucasian Female, Education Services Board)
	There's been a lot of press about the students moving in before classes started, the partying and the get-togethers, the following rise in COVID cases, do think they're learning their lesson about this? (BM F, Caucasian Female, Traditional Medicine Board)
Credible	I took the lead on their diversity college recruiting initiatives. There was a real need for more African Americans to enter into public accounting and into our firm from college, and so my role as the lead definitely contributed to us trying to meet that need. Also, my experience working with underrepresented minorities when I was working at [School E] helped me to have a sense of credibility, and also it gave me the needed experience to be able to lead that role effectively. That's a good example of how my experience helped me to take on a role that met a diverse need. (BM II, African American Male, Education Services Board)
	I think the underlying reasons were the person who was the chairman was very well-respected. He was the CEO at many companies so he had a wealth of experience. He had 20 plus, 25 plus years in the industry. Also, we had a lot of experience and credibility with our private, with our private equity partners. And the partnerships that we formed with our board members

	I think were critical. We were able to work through those things in a collaborative way. I think that's why it was a high performing because we worked in an open way, an open fashion. We told them there were challenges, we told them they were successes. We viewed it as a partnership that we were in that together. (BM Y, Caucasian Male, Sport Services Board)
Empathy	Thank you president. And thank you for the report, it was really interesting. Just anecdotally, I'm trying to remodel my bathroom at home and three tiles that I picked out are no longer available because of China and tariffs. So anyways I understand. (BM QQ, Caucasian Female, Community Board)
	Yes. And it's very hard to parse out specific contributions, but I do have a very distinctive perspective given the fact that I'm a woman, I'm Korean American. Again, I think that I am really empathetic to experiences of those who have been marginalized, again, dismissed, not heard. I really go out of my way to make sure that I don't perpetuate actions that would lead to those things. (BM NN, Asian American Female, Traditional Medicine Board)
Genuine	Because I worked around the world, I know that all employees want to be respected, they want to be trusted, they want to make a contribution, it doesn't matter if you're in Asia, or the Antarctica. (BM M, African American Female, Sport Services Board)
	I'm really interested to hear from this wonderful board on how you are dealing personally and how your either firm or organization or academic institution, how you guys are dealing with the COVID crisis in relation to your climate work. Very, very curious to hear. Maybe, do you mind terribly? If I start with you on that question. (BM XX, Caucasian Male, Global Warming Board)
Humor	And if I could just chime in I wanted to say that I'm really glad to be coming in with BM R because now I have someone I can go to with my silly questions since she's been around for a while without the rest of the board knowing. (BM GGG, African American Male, Education Services Board)
	Maybe I should be on good behavior so they'll want me back. (BM KKK, African American Female, Traditional Medicine Board)
Integrity	I think I'm always very willing to acknowledge my mistakes, and I don't see that as a weakness, I don't. I think it's very important for leaders to be honest and acknowledge when they have made mistakes. I hope I'm not stereotyping, but I have found that men don't like to apologize. I really go out of my way to make sure that I don't perpetuate actions that would lead to those things. And then when people complain about those things ... And if I've been involved, I'm very quick to apologize, make amends because none of us are perfect. (BM NN, Asian Female, Traditional Medicine Board)
	I think I bring integrity to the board and I think I said "commitment," but I think... And I think my background. (BM KK, Caucasian Male, City Board)
Mindful	I think it's been a challenging time, but also an important time for us not to lose the momentum of our core message with [Company 57], which I know will demonstrate very well, but also broadly throughout the state because I think with all the stay home, save lives, I think mother nature is taking a little bit of a rest and then hopefully that's a good thing as we're kind of restarting and, and eventually going back out to hopefully being more mindful. (BM LLL, Hispanic Male, Global Warming Board)
	The person who is in charge of facilities is also in charge of payroll, is also in charge of five or six other different things. So we have to have people who are flexible and multi-talented. And I'm the chameleon here. I just find out what it is that they need, and then I tried to provide it as best I can. (BM LL, Middle Eastern, Traditional Medicine Board)
Passionate	Yes, my passion is something that I have personally contributed. I would say my passion for helping young people out, supporting them with their career preparation has definitely been a strength. I'm an idea's person. I create ideas, and so I think that my ability to generate ideas has definitely been a strength as well for the board. (BM II, African American Male, Education Services Board)
	I think the other two have always been appreciative of my left wing. My passion about the community, and diversity, and feminism, and whatever else you want to call it. So it's just my passion for the community, and I think it's probably the best place to find people from

	underserved, underrepresented, communities to move toward an interest in elected office. (BM FF, Caucasian Female, Community Board)
Respectful	My operational experience, my ability to connect with the students, when I do coaching and relate some of my past experiences and having empathy for some of their... the biggest part is really the empathy and listening. There's a lot of hard stories that you run across that you have to get through before you can get onto the coaching part. So some of the best coaches, and I've not always been... we've dealt with each other, sorry for not always at the most empathy. So that's something which really taught me over the years is how listen and how to be respectful of other people's experiences even when they're counter to my own or I might not agree with them. (BM S, Caucasian Male, Education Services Board)
	I think I'm very well respected. I provide them with a useful service and I've given them the opportunity to vote me out if they have any objections, and it's always been unanimous that they want me to continue to do the job. I assume it's because I'm doing a decent job for them.. But generally speaking, they seem to ... we have a very open and friendly informal group. I think there's a high level of respect. (BM LL, Middle Eastern, Traditional Medicine Board)
Sensitive	I would say I think maybe even a certain type of sensitivity to certain issues. I would say maybe social justice issues if that a concern in the organization and the board. Yes, yes. I would say I've had some roles, I've had a couple of different roles that were diversity specific, diversity focused, so I got my training there. I took on some diversity roles there. I got some training to help me to better understand the different types of diversity and to help my sensitivity to diverse populations. (BM II, African American Male, Education Services Board)
	I'm very, very, sensitive to other women and their position, and how women are treated, and the challenge of women becoming leaders. I think being sensitive to the needs of women and minorities. For example, we have a lot of work that we do with small business, and small businesses need to be included in RFPs, for example. And if they're not, we bring that up. So, the person who left our commission to become a City Manager was very sensitive and as a minority, as a Latina. Our newest Commissioner who is African American is very sensitive to that, both to workers, minorities, inclusion, all of those things. And our Executive Director is as well. (BM FF, Caucasian Female, Community Board)
Supportive	Yes. And really supported me and have always been there to answer all of my questions, my silly questions, oftentimes ignorant questions, because I didn't have the history with the organization. And I don't have the same leadership traits. Anyway, you added so much to my experience on the board and you've been a real personal mentor and helped me. And so, I mean one of the things I value so much is being able to make personal connections with you all. And that's one of the things I want to continue to work on so that once we get out of this virtual world, we're able to do some more of that at the board level and getting to know each other on a personal level. And you've got to do that. And I really have appreciated not only your support as a board member, your encouraging word, and getting to know you as we meet. So thank you. (BM FF, Caucasian Female, Education Services Board)
	Well, you're incredibly welcome, but you have such a great supportive team that all you needed to do was have a wall to bounce ideas off of. (BM KKK, African American Female, Traditional Medicine Board)
Thoughtful	You know, I have to say. I'm sorry, we're supposed to focus on Maggie, but I have to toot George's horn, he was first chair in his marching band at a renowned high school that had an amazing music program, and they traveled all over the world. He hasn't picked up his clarinet in many years but in honor of Maggie's birthday, he played Happy Birthday, and we sent it to her. (BM NN, Asian American Female, Traditional Medicine Board)
	Thank you very much. Really appreciate how aggressive this subcommittee is and very thoughtful. So thank you very much for all the time we're spending on this. (BM FF, Caucasian Female, Community Board)

Examples of Quotes for Second Order Code Category “Patterns of Interaction”

First Order Code	Example (this can be from interview transcript or from an observation of the board)
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Active Participation	<p>A lot of the board members speak up and ask questions and they asked for results, they ask for answers, they ask for... I feel like it's like a project management meeting, right? You come to it and we're going to talk about what we were supposed to come to the meeting with and he was supposed to bring what and then people have to commit, come back with whatever or it's the team map to come back with the answers or implement what they said they were going to implement to the board. So I think it's productive. I think people are productive. (BM B, Caucasian Female, Education Services Board)</p>
	<p>This is a high performing board. I mean, they don't have a problem going out and asking donors for a million, five million, you know. Even, they reach out at a much higher clip than even we did at the United Way. (BM EE, African American Male, Community Board)</p>
Civic Engagement	<p>Yeah, so my degree is in political science with an emphasis on civic engagement, and when you look at it, you know the last few years civic engagement has been a hot topic or everybody's involved, and so that's what EPIC is. It's a civic engagement organization. We prepare people all across the city to get involved in their communities, and speak their truth and give their perspective. (BM EE, African American Male, Community Board)</p>
	<p>I think my strength is community organizing, community engagement and being the only Latino on the board. (BM T, Hispanic Male, Global Warming Board)</p>
Code-Switching	<p>And so I think that ability to code switch that people of color typically have to do in various environments. I was able to learn how to do that because I will have traversed from South LA to Hollywood every day. So that was part of my... It just became a part of who I was. It wasn't that I wasn't true to one or the other, it's just I knew when to turn it on and when it was time to turn off. (BM I, African American Female, Global Warming Board)</p>
	<p>And the question becomes, are you character enough to withstand that, to stand on principal and make decisions that benefit everybody as opposed to making decisions that will benefit a few or even yourself. And I think that's the dilemma that everyone faces, and again, it all depends on what everyone's moral compass is. I work, for the most, I recognize that I'm in these positions because He's placed me there, so that's how I live my life. So when I go, whatever situation, whatever room I'm ... You could drop me off in the park with a bunch of Crips or you could drop me of in the White House and I'll navigate. (BM EE, African American Male, Community Board)</p>
Contributes Technical Information	<p>I've not been in this situation before so we are a small city and are struggling with the immediate shutdown of the revenues that all cities count on overnight so that has been extremely distressing and for us, we're in the budget process right now preparing a proposed budget for the council to consider for the next fiscal year, but we know that when we are closing by the end of June, we're about 5% down. I shouldn't say 5% down, we have a 5% deficit when we look at our overall budget and if nothing changes by the end of this calendar year it will be 15%. So for us, the response isn't specifically climate related, but some of it is related in that we're seeing our residents navigate the coed sacred hall situation in a way that that has positive impacts on the climate in one way, but not so in the other way. (BM A, Caucasian Female, Global Warming Board)</p>
	<p>It was in the press, I think on Friday. And it is a study where, and I know you guys know this, but I'm repeating it. I think we all saw it in the press, and the idea being that in other parts of the world, this use of technology has shown a reduction in emissions from these oceangoing vessels that we have a really difficult time. In fact, we can't even regulate them. We have no authority. So I don't know, and I'd love to hear what my colleagues say, but I would personally like to see a discussion from staff coming back to the commission on that one in particular. And I'm done. Thank you so much. (BM OO, Caucasian Female, Community Board)</p>
Contributes Topic Related Information	<p>Reflecting on what lessons the broader climate movement might take from this COVID-19 experience. And we're all still figuring that out, like so many other people. But to me, one of the clear takeaways and unique to me, and it's not original to me, but I think it's something that maybe the climate movement will be able to take and run with, has to do with the ways that we now understand individual action not to be enough. Right? If you wanted to run an experiment to see what would happen to GHD emissions. If we all stayed home for two months and didn't</p>

	drive around in our cars or fly anywhere, we'd now, sadly had to run that experiment. (BM ZZ, Caucasian Female, Global Warming Board)
	Seeing no other comments from the commissions, just was just a question. Looking at that risk register that you gave us for the [Structure 1], which I can't read the fine print, but I wondered if that kind of risk analysis would be better served as a dashboard that would make it a little more readable. (BM FF, Caucasian Female, Community Board)
Diverse Contribution	[Company 57] work with community-based organizations to ensure equity concerns are addressed and communities of color are involved. NNN will work with BM MMM with regard to a future launch activity that might involve neighborhood councils or city official meetings. (BM MMM, African American Female, Global Warming Board)
	I think the research that I did do for this project, I think that benefited the board. And just our continued efforts to diversify the board so we are represented as an organization that's committed to diversity, and inclusion, and equity. I would say my experience with diversity and inclusion, specifically since the organization is really been focused on that. I think my DNI experience definitely has been a strength. (BM II, African American Male, Education Services Board)
Doer	I get things done, right? So whatever they need to get done, I help them get it done. Women commit more. They're doers. (BM B, Caucasian Female, Education Services Board)
	Every time we ask her to do something, she does it." If they say, "Go meet with this person," if they say "Have an event at your house," if they say, "Get us this research," whatever, I do it. (BM Z, African American Female, Global Warming Board)
Facilitator	Yes, I do have one. You talked about the 20% loss of market share. Is it possible to translate that into numbers of jobs in Southern California? It might be helpful and more meaningful to folks who are listening. (BM W, Caucasian Male, City Board)
	We're continuing to have virtual meetings to do our part to prevent the spread of coronavirus. At this time, I'd like to introduce my colleague, Vice-BM FF BM PP, commissioner BM OO and commissioners BM EE. And once again, I want to remind everyone to mute your mics if you're not speaking because we can hear all the background noise. The agenda for today's meeting can be found on our website polb.com. Follow the commission tab to board meetings, where you'll find the agenda and staff reports for each item, along with live and archive web streams of our meetings. Until further notice the civic chambers will not be accessible for public attendance at our meetings or for in-person public comment, pursuant to executive order issued by the governor in March. (BM FF, Caucasian Female, Community Board)
Honest Conversation	So, in one of my boards, it's recently, the results of the failure to do it, I think what's happened end up being the major governance breach, and we haven't talked about it as a full board, but I was on the nominating committee, and what happened there, I think, was very problematic, and I spoke about it. And so, the committee somehow felt like, well, if we could only be a better committee, but I really think it was the result of the whole board not really realizing. So, it's an operational phase, and not it's a board thing, which succession planning, nobody can do that like a board. (BM M, African American Female, Sport Services Board)
	I do think it helps in pushing conversations that are difficult to have when people that those conversations are about are actually at the table. It makes it a little more difficult than they have to look person in their face and say thing. And if it's not based on facts and really just your one anecdotal experience and yeah, problematic. But I think that the way we're able to put things out there and put it on the table, have honest conversation, we created environments that welcome first our opinion. (BM I, African American Female, Global Warming Board)
Inclusion	So I have seen at least from the inclusion or racial perspective, anything that would be an alarm. Yeah, I think they do a really good job of trying to include everybody. But the majority of the students we serve are minority students. So that's part of our goal. (BM S, Caucasian Male, Education Services Board)
	I think my focus on outreach, on sensitivity, on ensuring that we are inclusive in our sponsorships. Certainly, my knowledge of the structure of government, of how to approach people, whether it's legislatively or otherwise. (BM FF, Caucasian Female, Community Board)

<p>Inquisitive</p>	<p>The ability to read and comprehend complex materials. I mean, one of the other board members ... I mean at my first meeting I started asking questions. One of the board members ... Well, if I say the board member next to me you'll immediately know who it is, because all of these things are televised. But when I asked the first question, I mean he was one who commented under his breath. He said, "Not bad, asking questions on day one." When I asked the second question he said, "That was a great question." And when I asked the third question he said, "Damn, there's somebody else besides me that's going to read every page." (BM HH, Caucasian Female, City Board)</p>
	<p>Okay. So I appreciate that. And then I had another question on page 16, if you look at the different tiers of the Harbor Craft consumption, energy consumption on the kilowatt hours, the tiers one, two, and three. Tier two seems to be almost doubled. Well actually, it's more than double of tier three so I don't... What does the future look like, in terms of that? (BM OO, Caucasian Female, Community Board)</p>
<p>Listening</p>	<p>I think the skill of listening and acknowledging people's interests and needs is really critical to serving on any kind of a board show that I can be a partner. So, those skills are absolutely essential. And I think being able to share, being able to give credit. I think being an elected official prior to this really helped me understand the workings of government body, the respect that's required for both colleagues and staff is absolutely essential. And so, all of my early training in psychology has been absolutely essential. (BM FF, Caucasian Female, Community Board)</p>
	<p>Women listen very well. Women really hear. We're ... I'm not sure if we taught. I think, I know that I listen very well, and I think that's very key. It's a key talent for leadership, I believe. And when you listen well, and when people feel heard, and when you communicate to people with kindness, those are really important things to facilitate in an organization. And I think I certainly bring that to [School A] and on the other boards, I hope. (BM NN, Asian American Female, Traditional Medicine Board)</p>
<p>Open Minded</p>	<p>Obviously the majority of board is Caucasian as we went through the numbers. At times especially in the past, we've gotten better at it at hearing everybody's take on a situation even when a disagrees with your own experiences. But as a whole I would say is pretty open minded. I don't think there's anybody that sits on that board that blows off people's thoughts or anything they want to share. People are mostly supportive. I'd say it becomes more contentious when people say things that are counter to the objective of reward. So they want to take it a different direction than our core objectives want us or our written objectives state. (BM S, Caucasian Male, Education Services Board)</p>
	<p>So I think good decisions are made from considering many voices, many perspectives, and so people need to be open-minded. Yeah, absolutely. And I think seeing multiple perspectives, that's very important. And I have to say that maybe people who are bicultural, they can do that well because we know that people do things this way, but at home we do it that way, and it's okay. It's not either or. It's not ... We can see that there are multiple ways of doing things. And so if you're not part of the dominant culture, you know that the dominant culture thinks this way and does it this way, but there are other ways of doing things, other ways of thinking or solving problems, different perspectives. That's very, very important. It's very, very hard to do, to be open-minded in that way. (BM NN, Asian American Female, Traditional Medicine Board)</p>
<p>Perspective-Taking</p>	<p>And matter of fact more recently since we've formed the inclusion and diversity committee. Matter of fact, last Wednesday I sat through a probably an hour training that was presented by a fellow doctor.... Basically focused on, I think it was called the Black Perspective. That's what he called it. And essentially, walked us through his perspective of approaching an organization or even the workplace for students and how perspective is for somebody sitting outside. Experiences that he went through that he was trying to relate to some of the board members who might not have experienced that perspective on things, which I thought it was really interesting. (BM S, Caucasian Male, Education Services Board)</p>

	Oh definitely, definitely. I couldn't have run otherwise. I mean it was because I lived there, I was very involved with my neighbors, I did speak the language, I was really connected to people and people's needs. (BM FF, Caucasian Female, Community Board)
Relationship Building	I would say the skill sets is mainly relationships, relationship building. And those are usually with either city officials, county officials, corporate entities. So that relationship building component, but also I'm a connector. I tend to really be able to see the big picture and bring parties together somewhat authentically so that they can, on their own, figure out really what the synergy is between them, but knowing what my intent was bringing them together. (BM I, African American Female, Global Warming Board)
	I just want to make a quick comment about [Person GG], who's had the longest relationship of any of the representatives with the [Company 35]. I think all of us have appreciated his knowledge. He actually started representing [Company 35] in Asia in 1975. So it's been a long time, and he's had relationships. He forged the sister city import relationship with Changdao. He's supported numerous business development trips to a number of cities, and a number of us had the opportunity to learn from him and his relationships with so many. So I'm really happy to support this contract with [Person GG], but I think [Company 35] will miss [Person GG] and hopefully keep in touch with him over the years. (BM FF, Caucasian Female, Community Board)
Team Player	It's because I have so much experience with personnel issues and working with staff, I think that is such a key to achieving results, achieving anything in an organization, teamwork and working with staff and working through conflicts. I'm very confident in facilitating those kinds of issues and managing those issues, so I bring that kind of experience into my board roles on both of the organizations. (BM NN, Asian American Female, Traditional Medicine Board)
	And thank you, BM FF. I just want to thank [Person HH] for always being the information conduit for us, for this committee. And I want to thank BM EE for teaming up with me on this. Our work is going to be quite interesting as we move forward from where we're at today. In some of the, which we've been talking about, we tend to just put a little bit on the back burner, for example, pure pass and the truck turn times and some of our other challenges are simply because of, number one, how we're meeting, and number two the drop in volumes that are our biggest concern. (BM PP, Caucasian Male, Community Board)
Trusted Diverse Voice	I think I traditionally have brought in a voice of underrepresented communities. I think I brought a voice of ethnic minority, and most recently a voice for women because my daughter has become an environmental justice staff person for a non-profit and so I've been more aware of gender representation. Yes, I believe so. I believe that the fact that I bring that type of voice is important and has been appreciated. I think board members would say that I bring a voice of minority representation. I remember one particular time when the president of the board basically said ... I probably should have said because she was a Jewish woman and she was the one that was articulating. We needed better representation from poor people, not just people of color as I mentioned earlier. She asked me for my opinion, and we collaborated, and we got some policy at the board level. (BM T, Hispanic Male, Global Warming Board)
	And often time their reality is not the reality for people like me, so I think that's a lot of the value that I bring to the Board. (BM EE, African American Male, Community Board)

Theme: Challenges Faced by Under-Represented Groups

Examples of Quotes for Second Order Code Category "Systemic Racism"

First Order Code	Example (this can be from interview transcript or from an observation of the board)
Defensive Attitude	I think it's their own mind-set. And I'll say this; I recently did some podcast when I was in South Africa, and I've also did a TV show. And so, one of the questions they asked me was very similar to what you just asked, and what I said was that, I feel like I'm not sure why we're coming into boardrooms and we're so surprised. And so, therefore, because it's like, you already knew before you got on there, it was going to be how it is, so then why is it so disabling to you? And that's about us, I don't think that's about the board, or the other people. It's our mind-set. And so, the person who was interviewing me challenged me, and was like, "Are you saying

	<p>it's all our fault?" And I'm not saying it's all our fault, but I am saying, it's like you've created a problem for yourself before you've actually jumped out. (BM M, African American Female, Sport Services Board)</p> <p>Or some people wondering why you are on the board. I'm here. If you want me to help, I'll help. If not, I'll go back to, I'm busy. I'll go back to doing what I'm doing. And then you guys will have to explain to your donors why you don't have diversity on your board. (BM Z, African American Female, Global Warming Board)</p>
Lack of Access to Boards	<p>I think the challenges could be a few things. I mean, if you're talking about... Access is one. Access to whether it's education or resources to understand how to take that next step in life or how to get help with something. I think access too many things is a limiting factor. (BM KK, Caucasian Male, City Board)</p> <p>Well, first of all, just getting on the boards. For example, if you have people whatever ethnicity. We know who they are, whatever ethnicity, who hasn't had enough education to understand the functioning of government or non-profit, how would you expect them to serve on a board of directors or commission. Right? (BM FF, Caucasian Female, Community Board)</p>
Lack of Confidence	<p>I think the lack of numbers on boards of underrepresented minorities and women on boards is a challenge because you could be the only person of color, or the only woman on a board, and that automatically puts you in a position where you could potentially be intimidated, lack confidence, and feel like an outsider. (BM II, African American Male, Education Services Board)</p> <p>But there's still a pretty great level of discomfort with anybody who feels they're different. Well, what I mean by that is, if you anticipate that there's going to be a challenge because you're the only one, for most people, then it means that they're going to pull back and they're actually not going to contribute the things that are probably the reason they're selected. Because even though people say, "We don't want these unqualified people." trust me, they're not bringing nobody on that they think is unqualified. That's just a remarks to hold off on the idea that we have to do something that's not warranted. But everybody who's on the board, you can believe that, anything; anything we're on, we always had to be better, much better. So, I just think it's in our own mind to say, "I know I'm the only one that will be on there, am I ready to contribute?" What I also do see is a little bit of a reticence to be the one that has a different opinion or idea. (BM M, African American Female, Sport Services Board)</p>
Lack of Creditability	<p>I would think also too maybe they're being... How can I say this? Maybe... I wouldn't say a lack of respect because that sounds a little bit harsh, but maybe there's seeming to be a lack of credibility. Maybe a perceived lack of credibility. I haven't personally on this board been challenged as a minority, but what I've shared is just based on some research I've done for those women and minorities on boards. (BM II, African American Male, Education Services Board)</p> <p>Because, that's a real problem in this town. There are five board members. You're looking for African Americans that would play well in the sandbox, show up to the meetings, or let you know they can't, and understand the requirements and meet them. And to be honest, my problem with being on the Governance Committee is I'd said, Okay, well these are the people that are diverse that can serve and can raise the money and you won't have any issues. And a lot of times, people say no. (BM Z, African American Female, Global Warming Board)</p>
Lack of Experience	<p>When they are given the opportunity, they don't have the background. At times when they're given the opportunity for descriptive purposes, oh, we need a Latino, we need African American, we need a woman, etc., they're available but they might not have the experience and so then that limits their participation. (BM T, Hispanic Male, Global Warming Board)</p> <p>When I started in the consulting role, there was still a lot of new people in positions they weren't particularly suited to. And they weren't particularly well-trained and lacked experience. (BM LL, Middle Eastern, Traditional Medicine Board)</p>
Lack of Key Connections	<p>I mentioned, there was an African American person, he was someone who we had worked with. I learned a lot from him. He was on the senior leadership when I joined and he went on to move to up in the stratospheric levels. And he was a super guy with building an organization but we already knew him. If I didn't already know him, I don't know that it would've been as easy to</p>

	<p>go and find him. And so there's this... I think with those kinds of boards is in particular private equity type boards. Having a relationship becomes such... A prior relationship becomes such an important part. It was less about finding someone who had a key skill or an ability to understand a certain kind of market. It was more about, "Hey, is someone who we can we feel good about, we trust, we value their opinion, we think they can add a voice that is helpful in this situation." I think that's a big challenge, it's having a connection. I mean, that's how I got on the board was because I had a connection with the investment banker who was handling the transaction. (BM Y, Caucasian Male, Sport Services Board)</p>
	<p>I think that people don't know how to do outreach. You can ask your mom, outreach is something we learned in graduate school. And it's so often that I hear on boards, "How can we attract ... How can we have an African American? How can we get a Cambodian on the board?" I hate hearing those questions, because I feel like it's so demeaning. I just can't stand hearing that. Because truly the only way to do outreach is to join somebody else's group and work with them, and learn from them. It is very frustrating because so many of the boards that I sit on or advisory boards, so often people turn to me and say, "Well, how do you do this? How do you do that?" I try to explain you go out and join some other group that's doing good work in the community, you develop relationships, and that relationship will end up in people being more connected to what you do. Right? (BM FF, Caucasian Female, Community Board)</p>
Marginalized	<p>I think the lack of numbers on boards of underrepresented minorities on boards is a challenge because you could be the only person of color, and that automatically puts you in a position where you could potentially be intimidated and feel like an outsider. (BM II, African American Male, Education Services Board)</p>
	<p>Most of the boards that I sit on, I don't know that there's necessarily equal representation, but there are people that serve because they have a commitment to the broader community. (BM FF, Caucasian Female, Community Board)</p>
No Opportunity	<p>Well, I guess when I went to the African American Board Leadership Institute (AABLI), they were basically teaching you, If you're on a board, you have to raise your money. If you're on a board, you have to do this. If you're on a board, you got to do that. Some people don't get an opportunity, so they teach you board skills so you know what to do on a board and they help you find boards to sit on. (BM Z, African American Female, Global Warming Board)</p>
	<p>I can only go by my life experience. I lived in a country where I was a minority. You never get in the door. You never get the opportunity if you're a minority and you are undesirable just by virtue of your ... the color of your skin or your religion or your background or your orientation. You never get in the door, you don't get the job, you don't get the interview, and if we do get the interview, it's a cursory interview, you don't get the opportunity. You know? So there's that frustration of feeling that you're not getting a fair shake and fair opportunity. To show what you're capable of. That's getting in the door in the first place. (BM LL, Middle Eastern, Traditional Medicine Board)</p>
No Support	<p>On one board, some people wonder why you are on the board. I'm here. If you want me to help, I'll help. If not, I'll go back to, I'm busy. I'll go back to doing what I'm doing. And then you guys will have to explain to your donors why you don't have diversity on your board. So they let me recruit, to a certain extent. And to be honest, my problem with being on the Governance Committee is I'd said, Okay, well these are the people that are diverse that can serve and can raise the money and you won't have any issues. And a lot of times, people say no. (BM Z, African American Female, Global Warming Board)</p>
	<p>Once you're on ... in there, the question is, do you have opportunities to learn and be supported, or are you set up for failure? Are you set up where your mistakes are hopped upon? You sort of start talking herself and you sort of start wondering if you made the right choices and you can't tell if it's really your performance or their animosity that's the problem. Then you have the problem with colleagues that might be particularly biased against you and they set you up and trip you up and watch on the sidelines as you try to navigate yourself out of trouble. (BM LL, Middle Eastern, Traditional Medicine Board)</p>
No Voice	<p>So, there's one thing to have diversity, but if the way we talk is the same way that we always talk, the newest people, the most different people are going to be the ones that will still remain</p>

	<p>unheard. And so, saying, "Guys, let's go around in a circle, let's hear from everybody.", which, the people who always talk can't say and do in it, and the people who are a little reticent, are a little nervous, but after a while, people realize, "That was actually pretty good." And so, that's something that people just don't do. I want to try to bring anything that's different, which I think is a little problematic, because that's how you can have diversity without inclusiveness, which when people first started saying that, that was the strangest thing, was like, "What does that mean? Where is it you have diversity? So, bring everybody." But I realized, what companies have done over time is, it can be very diverse, but it's the same demographic that's doing all the talking and all the influence. (BM M, African American Female, Sport Services Board)</p> <p>When I was younger and a little more naïve and less experienced, some people will have you on a board as a token, per se, just to say, we have this. I've been in experiences where they wanted my presence but not necessarily my input. (BM EE, African American Male, Community Board)</p>
Racial Inequality	<p>It's very subtle. It's very difficult, and very subtle, and you can't really put your finger on is it me, is it my uniqueness, or is it them and their animosity, and their kind of unspoken ... and then there are what I like to call sort of cultural differences, the way you see the world, the way you interact with the world, may be slightly different. In my case, I had a much stronger accent when I first started and people would assume I was European and I'd say, no, I'm from the middle East, and they would be crestfallen. Because they had some mental assumptions about who and where I was from. But coming from a place where I was a very, very small minority, the place where for the most part I'm regarded as part of the majority, it's a very different feel. There's certainly a weight that's off your back, because there's no question that it affects performance, it affects achievement, it affects ... it's just ... and it's not ... for somebody who hasn't experienced it, they cannot understand how it's in everything and the fabric of everything. It's just everywhere, all the time. The best I can I like to help to the best of my abilities, knowing full well, but I come from different background, a different outlook. (BM LL, Middle Eastern, Traditional Medicine Board)</p> <p>So I've found over the course of my professional career that many people have no idea what the kind of struggles that you understand that our people go through. (BM EE, African American Male, Community Board)</p>
Token	<p>They were like, "Well, we want more people of color on the board." Basically like a blanket statement like even though people of color can't raise money, we should still have them on the board and just try to figure something out. I was like, you know, there are some limitations of course. A lot of us are first-generation everything. At the same time, you can't put us all in that box because it is possible to do other things. Maybe I can't raise enough money to do outreach for 1,000 people, but I'll take y'all to a church of 1,000 people. Because, that's a real problem in this town. You're looking for African Americans... Just want to speak for that... African Americans that would play well in the sandbox, show up to the meetings, or let you know they can't, and understand the requirements and meet them. (BM Z, African American Female, Global Warming Board)</p> <p>I sit on and ethnicity and culture, forget it. I'm always some sort of a token in that way. So, that's a challenge. I feel like I'm always the small voice, right? I try to make my voice loud because that seems seriously. If it wasn't me, we would not have people who are not non-Caucasian. So I know that, that's an important seat to hold. So, that is the challenge. I wish they were always more balanced on gender and other diversity. (BM MM, Asian American Female, Traditional Medicine Board)</p>

Examples of Quotes for Second Order Code Category “Gender Bias”

First Order Code	Example (this can be from interview transcript or from an observation of the board)
Adverse Demeanor	I don't think anybody would want to be involved in it if they didn't value and see people as equals no matter who they are, what they're about. I just think that the male/female thing is just... As long as we have women that don't see themselves as equal, I think we're always going

	to have it. I think that we cause it, a lot of it. (BM B, Caucasian Female, Education Services Board)
	Well, what I mean by that is, if you anticipate that there's going to be a challenge because you're the only one, for most people, then it means that they're going to pull back and they're actually not going to contribute the things that are probably the reason they're selected. Because even though people say, "We don't want these unqualified people.", trust me, they're not bringing nobody on that they think is unqualified. That's just a remarks to hold off on the idea that we have to do something that's not warranted. But everybody who's on the board, you can believe that, anything; anything we're on, we always had to be better, much better. So, I just think it's in our own mind to be positive and say, "I know I'm the only one that will be on there, am I ready to contribute?" (BM M, African American Female, Sport Services Board)
Gender-Based Bigotry	Now having said that, did I find myself in political meetings where a man would say something and be quoted, and I'd say something and nobody would comment on it? And it was like, "Well, wait a second. 10 minutes later you picked up what I just said and adopted it as your own," right? (BM HH, Caucasian Female, City Board)
	There's no question about it. I think our industry is still very male-dominated and we work very hard to try to bring more women into the business. (BM FF, Caucasian Female, Community Board)
Gender Inequality	I remember my ... when I first started working, I was at [Company 3], and I started working as a clerical person and it was all women just out of high school then I got a promotion as a supervisor and I was pleased with that. Then the woman told me, well, you know why you got this promotion? And they said, well, it's because you're the male in the group. Most of us are passed over, you're the most recent one. And her English was not as good as mine when I came. And so she had a terrible time as being treated differently, held back, held to a higher standard, held to a different standard, and she'd rage and get emotional about it. And I didn't do that. (BM LL, Middle Eastern, Traditional Medicine Board)
	I'm certainly aware of moments when men try to dominate and don't have that same sensitivity towards women that they need to. If I ever see that, I'm always intervening. (BM FF, Caucasian Female, Community Board)
Underrepresented on Boards	I think the lack of numbers on boards of underrepresented women on boards is a challenge because you could be the only woman on a board, and that automatically puts you in a position where you could potentially be intimidated and feel like an outsider. (BM II, African American Male, Education Services Board)
	That would be on the board experiences I've had, it's always the dominant. I mean, it's like being a female is always the small minority, with exception of this particular four because there's only less than 10 people, and we just added one, we just added a couple of females, so that balance out. So, gender has always been an issue on the boards. If I wasn't me, I will have less women. (BM MM, Asian American Female, Traditional Medicine Board)

Theme: Member Strategies

Examples of Quotes for Second Order Code Category "Impervious"

First Order Code	Example (this can be from interview transcript or from an observation of the board)
Adapt	That's right. I think that diversity and environment came with just years of board service. Especially when I started board service, I was in my mid-20s. And the majority of the boards I served on, I was the only either person of color or only African American female. You just had to adapt. (BM I, African American Female, Global Warming Board)
	So, we connected and we used that to our advantage, from female to female and then we said, let's work this out. So, we're more collaborative. We see that females are more collaborative. So, I saw that taking place. So, when we became two chairs of the two twin organizations, we completely changed that around. We had collaborated on joint diversity statements and so, made it much more powerful. It means that that's a small example but I saw how the male board leadership were behaving. Really I was appalled, come on, this is like national top organization

	and you're behaving like boys on the playground, I don't understand it. (BM MM, Asian American Female, Traditional Medicine Board)
Audacious	Even though there were other people of color in the room, I was like, "Well, if you're not going to say anything, I'm going to say something because that's not okay." One board had a problem with retention of people of color, and I made it very clear that the problem had to be addressed and actually recommended ... I actually recommended the termination of someone who was a problem. Heck if I'm going to co-sign while somebody else does it." I just said it, and so like, "I want to be very clear that I'm very uncomfortable. She can take her behind back to North Carolina." You know what I mean? I hope you guys figure it out, give her a severance package. She's got to go because we keep losing our talent. I just said it. Another board said, "Well, we're going to do this and we're just going to tell the staff this is happening." It's like, wait a minute, we can't be giving this out if the staff is getting cut back or the staff is like. I know none of you all have jobs, but if you're a staff person and you see this, it'll make you nervous or it'll make you happy, it'll make you whatever. (BM Z, African American Female, Global Warming Board)
	Right or wrong there's a lot of grey areas, when I see something that is not right. From my perspective, based on my own experiences, I would say that I put my voice out, whether that is accepted or not, I accept that, but I would not be able to face myself if I did not be authentic and say that it isn't right. (BM MM, Asian American Female, Traditional Medicine Board)
Determined Mindset	So I think I was born to do this stuff, because it's all so similar. But I think that comes, again, from my moral compass, and recognizing that I wouldn't be in these positions without the most high, so whenever I'm dropped in a position I recognize, well he's placed me here. So I come in with that kind of mind-set. Whether we're talking about church or non-profits or government, it's about involving, where, you know I try to tell people, you have to take some kind of personal involvement in, particularly from a political standpoint, for our people in particular when you look at our numbers. You know, when I was growing up, Compton was a black city. Inglewood was a black city. I always say, if you don't have a seat at the table, ultimately you're going to end up on the menu. And not only a seat, though. This is what my experience has taught me. Not only a seat, but actually influence at the table. That's actually what prompted me to run for city council, being involved in my local community but my input not being really valued. And then we just organized and basically took over those organizations. (BM EE, African American Male, Community Board)
	That's stories that they don't, texture that they don't get. At the same time, it's like, yeah, but I'm standing right here next to you eating this chicken. That's just the way it is. I'm very comfortable and feel very valued in my space. Like I said, maybe I don't have the same resources, but I feel like if I had half of what you guys had I'd definitely be the boss of you. I got 10 times more grit than anybody in a lot of the rooms. I feel superior when I'm in these settings. I'd feel more superior when I'm in these settings than I probably do when I'm at city hall because I know for sure there's nobody like me in the room. (BM Z, African American Female, Global Warming Board)
Focus on Task	My strategy, I stay focused on the task and goals while employing leadership techniques that equalize engagement. (BM M, African American Female, Sport Services Board)
	My personal approach to all that was just to plow forward and to focus on the task. And I was fortunate in that these weren't areas ... I mean, I always looked at bigger goals. This never was about personal acclaim. I mean, I've always been confident in who I am and what I am. (BM HH, Caucasian Female, City Board)
Ignore	So just ignore it. Don't let it bother you. (BM B, Caucasian Female, Education Services Board)
	So, it's not like I stop and think about it. I come in, and that's it. If I don't feel like people relate to me in a way because I'm a female, or because I'm African American, and just begins, if I'm not projecting that, that's probably not something that's in the conversation. I don't know. I rarely think about it. I think about it with someone asked me like you, and I go, "Oh, yeah." (BM M, African American Female, Sport Services Board)
Resilient	You probably saw the picture of me 17 years old on the campus, and the story showed up there with two suitcases, everything I owned, no money, no place to live. They took care of me, I

	can tell them because I lived it and I walked it, that's an experience I have. What is it like to live without electricity? Well, this is how you do it because it's happened, for long periods of time, too, not just a weekend when the power went out. This is how you bathe, and this is how you this. You got to get things done by a certain time of day. Kind of that rundown, so I think my life is way more exciting than their lives, the fancy places. If I write down the name of the fancy place, I got a credit card, I can go there, too. (BM Z, African American Female, Global Warming Board)
	So I'll be 60 years old next month. I grew up during the Civil Rights Movement. I had very active family members in the Civil Rights Movement, you know I lived through the Watts Riots here, through the Rodney King and the National Guard, all of that. (BM EE, African American Male, Community Board)

Examples of Quotes for Second Order Code Category “Deliberate Approach”

First Order Code	Example (this can be from interview transcript or from an observation of the board)
Advocate	BM16 has been really at the forefront of innovative educational approaches and, near and dear to my heart, knowing how to fundraise for them. So I just wanted to be a passionate advocate for both of these amazing new representatives to the board. And I just didn't want to let that one go by. What I found is somebody who really can bring in a new energy that we have been looking for. Somebody who recognizes the importance of workforce development and business and volunteering. (BM O, Caucasian Female, Education Services Board)
	So, that's really basically how I got on the board. I felt like I've said no to her too many years, too many times. It's a lot of guilt that, (basically) guilt right? That's number one. And she's an Asian woman, I wanted to see Asian female succeed in CEO positions. So, I want to help her. (BM MM, Asian American Female, Traditional Medicine Board)
Avoid Confrontation	I backed off completely. I just backed off completely. (BM T, Hispanic Male, Global Warming Board)
	And so I avoided the confrontation as much as I could, but I stood my ground when I had to. (BM LL, Middle Eastern, Traditional Medicine Board)
Confident	I am confident because I understand the culture I am entering due to my various experiences. I go into a board room knowing how to influence and I do not expect recognition. So, when I go in the board room, I don't think that, "Oh, I'm female and I'm black." It just doesn't even occur to me. (BM M, African American Female, Sport Services Board)
	What I think that people should do, because this helped me early on, is having one-on-ones with the decision makers. Getting coffee, lunch, after-work happy hour, whatever, with people from the board. Then I think when you're like, okay, I know that five people out of these 25 get me because we went to lunch, then you're like, you're more confident. (BM Z, African American Female, Global Warming Board)
Covert	It's more of, how do we help you address an issue? How do we build you up? How do we fix, how do we course correct if there's something wrong? And then I would say, with the general comment not even in the board space, but pretty much work as well. (BM I, African American Female, Global Warming Board)
	Because the dominant is all Caucasian males. So, it's very unnatural where you're going to have to deal with that issue head on. It's all covert. (BM MM, Asian American Female, Traditional Medicine Board)
Deflection	When these things happened to me, I would sort of say, "It's their problem. I have to persevere. I have to overcome." Maybe it wasn't sort of say, "Their opinion of me isn't important because they are not as... Have not been exposed to people from other countries or they have not been exposed to..." Or, "They're the ones with the sickness, not me." That's the kind of... "They're the ones whose fear of the world is warped, not me." (BM LL, Middle Eastern, Traditional Medicine Board)
Diplomatic	And the reason I finally took the seat is when someone very, very close to [Person D] said, "Look. No one is going to carry his ... You were his closest political ally. No one is going to carry [Person D]'s agenda forward like you will. One, nobody's going to fill his shoes, so don't

	<p>even think of that in those terms. But two, nobody's going to carry forward his agenda. If you care about what he represents, take this position." (BM HH, Caucasian Female, City Board)</p> <p>So I think every board member has that within their sphere of influence, but it's how aware are these individuals are at what their value is, and how do you best utilize those relationships, that capital that you have, to move the agenda forward. I think that's the challenge of anyone that sits on a board, and then making sure that the decisions that you're making are not political but they're really in the best interest of the people that you're serving. That's always been my personal mantra and how I govern. (BM EE, African American Male, Community Board)</p>
Incomparable	<p>So, when I go in the board room, I don't think that, "Oh, I'm female and I'm black." It just doesn't even occur to me. And what I think can be the great advantage is, but one thing when you're female, I don't know about white female, because I never been a white female so I don't compare, but I know that one of the things I've experienced with CEOs that I've worked with, on and off a board, is that you can have more influence, because, one of the things is that, when people have the same social network, then the CEO, or the chairman, is not as likely ... They don't want to be sharing a lot of stuff with you, because it's, ultimately, maybe it's going to get back to their network. (BM M, African American Female, Sport Services Board)</p> <p>Well, I think that people don't know how much of a commodity they are just from their life experiences, and they compare themselves to other people. I know how much money the lawyers make, so I'm not going to compare myself to her. That's how I roll in general. I don't compare myself to anyone else. I mean, there's some times where like, "Oh, my gosh. That person's so beautiful. That person's so smart," or whatever. "They dress so well," or whatever, but you have those moments but if I have time to think about it, it's like, "You know what? I'm not that person. I'm going to be me, and I'm just fine with who I am." (BM Z, African American Female, Global Warming Board)</p>
Insistent	<p>If I saw it on the board, I would challenge that. I would challenge, I wouldn't give up. I don't think that person would make it, they'd be asked to step down. (BM B, Caucasian Female, Education Services Board)</p> <p>And I just think this is a real missed opportunity with all due respect to the non-profits and BM FF, that letter was for the September call. The letter saying, please don't take away what was the September call, that made sense to me, the board had already approved it, but this doesn't make sense to me. It just feels wrong. (BM OO, Caucasian Female, Community Board)</p>
Mentor	<p>They wanted to ensure that newer board members or just members that had not served previously in this type of capacity, that they have the resources and tools to ask for money. And if they needed assistance, whether it was kind of coaching through the ask of money, ask for money, then they were provided those types of tools via current board members who were just good at fundraising. (BM I, African American Female, Global Warming Board)</p> <p>Mentorship is so important. As I mentioned, we led these forums, and there were a number of areas that were identified that we needed to improve upon. We saw this really urgent need to help support Black students because of the traumatic events, and so we ... Our former admissions director is African American, and so I reached out to her. And she's also an alumna of the college. And I reached out to her to talk, and she wanted to launch this mentorship program. And it had been going on informally, but we formalized it. We launched it, and we did the meet and greet via Zoom. And so that's something that has really benefited our Black student community here at [School A]. So I was able to launch that with the help and guidance of our former admissions director. Yeah, it was really great. And then out of that, seven alumni ... I reached out to seven Black alumni, and they all agreed to be mentors, and so they met the students via Zoom. It was really a nice, nice event. And then out of that, we're going to ... One of the alumna said, "I want to lead a group for the LGBTQ students as a resource," so we're launching that, which is great. (BM NN, Asian American Female, Traditional Medicine Board)</p>
Quit Job	<p>I had a time when I had no choice but to find another job. That's how I moved from [School C] to Northern California, to [School B]. I had a boss who was intractable. I couldn't... I'd been established. I was more regarded, I'd had promotions. I was doing great. And then all of a sudden I had a new boss and I couldn't do anything right, sort of thing. And I fought it for two</p>

	years and I was getting very emotionally upset. And then I decided life's too short. And I looked around and I got another job elsewhere. And it was a big move because I had to be in the Bay Area in Northern California and move down to Southern California and I relatives and friends behind. But anyway, it changed the course of my life. But there was no... I couldn't find any other way out. I ended up having to leave. I don't know what his bias was, why he was. (BM LL, Middle Eastern, Traditional Medicine Board)
Recruit Descriptive Representation	Also, I believe the CEO was also looking to diversify her board ethnically speaking. Looking to diversify the board in general, but ethnicity was one factor. (BM II, African American Male, Education Services Board)
	I have a policy that when I get on the board as a descriptive representative of my community, Latino community, and when I recruit others to get on the board, I say to them that part of their responsibility as a board member is when they leave to make sure that they recruit another person that looks like them. I don't leave it up to the organization to seek out representation. I say it's our responsibility to seek out representation. (BM T, Hispanic Male, Global Warming Board)
Speak Up	I speak up. See something, say something. I cannot sit on the board when I see or hear something is in my own standing, right? I don't care if the rest of the board didn't say anything or didn't see it. If I see it, I have to say something. (BM MM, Asian Female, Traditional Medicine Board)
	They have this false sense of what reality is for them and what reality is for me. And I don't have a problem voicing that. (BM EE, African American Male, Community Board)

Theme: Board Strategies

Examples of Quotes for Second Order Code Category “Board Practices”

First Order Code	Example (this can be from interview transcript or from an observation of the board)
Fit In	I think for most of the boards I sit on, I make myself fit in. I mean, that's just my normal mode of operation. I am not going to wait for someone proactively and come and approach me. So, I make the condition to include myself. I assert myself into their social circles. Well, most of the boards, I have to do the extra proactive effort to fit in. Yeah. I haven't had any experiences where someone is sensitive enough to see that, oh, she's, needs a little embracing. I have to go and embrace myself, I just get in there. (BM MM, Asian American Female, Traditional Medicine Board)
Duty of Care	I was reporting on the cares grant and I set that there are no reporting requirements for the institutional portion of the care's grant. So then that was true. Now it's not true. So right after I sent you all the minutes, we got a notification from the department of education saying now there are reporting requirements. So just to let you know that that information was correct then, but it's not correct currently, so we can leave it in there. But just for your understand that now we do have to report on these. (BM F, Caucasian Female, Traditional Medicine Board)
	I think we need to look at some of the things within the wheelhouse, but particularly really in this committee of what [was] described as those other possibilities for maximum recovery. (BM EE, Caucasian Female, Community Board)
Duty of Loyalty	I think the contribution that I make is that I understand the mission of [Company 80]... (BM HH, Caucasian Female, City Board)
	That's a very good question and why there are defined roles... We are policy makers, we provide the governance for the biggest business in Long Beach, between [Company 80] and [Company 35], you're talking about billions of dollars a year. (BM FF, Caucasian Female, Community Board)
Increase Diversity of Boards	I think we are probably hindered because our board may still not be quite as diverse as we would like. I think that's the only thing I could say about that in terms of hindrance. (BM II, African American Male, Education Services Board)
	Another way that can happen because I want more diverse people. I'm not one of those narrow people like this especially in communities of color where they ... I've been on boards

	like this where they almost are mad they're not the only minority, which is a whole nother story, if you were a person of color, you'd understand kind of thing. I want more people to provide the diverse views, so I want to see more diversity. (BM Z, African American Female, Global Warming Board)
Precursor	I think a non-profit board is a good training ground for a corporate board because the scale typically is just so much smaller. The risks sometimes can be the exact same, but for the most part it's a smaller scale type of engagement and it just makes sense. I mean, granted, corporate boards tend to have a lot more staff support for those board members, but you still have some legal obligation. (BM I, African American Female, Global Warming Board)
	A lot of people need to join the small board, learn how it works, learn what the rules are, when you vote, when you don't vote, when you need to vote, when you need to check minutes, how all that works. Then you should graduate up to this is how you raise money or this is how you deal with a complicated situation. You just grow yourself up. You can't just ... we're like, "Oh, I want to join, I want to be on that board. (BM Z, African American Female, Global Warming Board)
Social Events	But yeah, when we get together, earlier on I said something about that mutual respect and how we work well together. I think there's a genuine interest in kind of having conversations and certainly not always about board stuff, but the planners for those board meetings do a good job of trying to find some opportunities for us to visit with each other and not just talk shop. And it that way it's given me a way to get to know specific people and who they are rather than their good ideas when we're discussing important topics, if that makes sense. (BM JJ, Caucasian Male, Sport Services Board)
	I think so. I always try to bring people together. If there's any sort of social event, I will make sure that other board members participate, so I'll extend myself to others. (BM FF, Caucasian Female, Community Board)

Theme: Board Effectiveness

Examples of Quotes for Second Order Code Category “Board Capabilities”

First Order Code	Example (this can be from interview transcript or from an observation of the board)
Connecting Organization to External Environment	But in addition to the finance side of things, the fundraising side is really important too because [Company 71] hasn't had a traditional fundraising capacity really before. I was involved in the search for the current fundraising person who's in staff. But I'm able to support by giving some additional guidance or just catching up with and asking good questions of their fundraising staff to help them sometimes I'll make calls to donors for them like gift acknowledgement, phone calls and emails, I'll do that sometimes, I'll kick around ideas that I'm using in my work with the humane society here. (BM JJ, Hispanic Male, Sport Services Board)
	I think the thing that I learned the most by being on the city council was how to be objective. You know coming in with present ideas on certain things, when you're lobbied by both sides, both sides are passionate about what they want, and from my experience in labor I found that the truth is somewhere in the middle, right? Everybody's going to say their way is the right way, but I think the real purpose of what you're called to do is a service purpose. But the reality is, depending on what the politics are involved in whatever group you're in, there's a political reality and then there's a reality that, you know, in its ultimate form you're supposed to be providing a service, and how do you benefit the most people. (BM EE, African American Male, Community Board)
Monitoring Compliance with Regulations	But number two, just the way you problem solve is the advantage. I think things run substantially better because maybe I helped them on a problem-solving experience. I think my problem solving skills in government are definitely transferable to all my boards. Of course, a couple of them are actually tied to government, so that's really helpful. So that skillset. I did emergency management for two major disasters, and I was a part of the city family. I was an intern at the city attorney's office when 9/11 happened, so I know how we react to anthrax and all that as well. So I know the steps and the process for disaster, for example. I know the steps and the process for how things move and change and variety of options and the resources that

	<p>have come into play to solve one problem or another. (BM Z, African American Female, Global Warming Board)</p> <p>That is with our retreat and our guest speaker, who's coming from the FMC, perhaps we could get some clarity into that as well as to those funding mechanisms and sources. I agree with what Commissioner BM 2 said. These are unprecedented times, and these are monies that are being allocated. I'm not of the type to saying, "Let's create all these subsidies," but the fact is that they are being created. So it would be important that we have the folks that we do business with know that we are receptive in giving them information if they need help. (BM EE, African American Male, Community Board)</p>
Observing and Controlling Executives	<p>So it was also the point at which the turn came and the turn was brought about by a couple of things, a couple of new people on the board, the addition of the right leadership. The president of the board was changed and a female who was a staff member at the time and she had been witness to some of the director turnover and all the staff issues. But she had put herself forward for that position and was elected. And what you ended up with was strong ethical leadership on both the staff and the board president level. And it gave them a foothold, that's the very best word I can think of. It gave them a foothold to begin a process and in that process, it included a lot of things. One of the biggest was that they brought in an outside organization to begin strategic planning for the organization. (BM JJ, Caucasian Male, Sport Services Board)</p> <p>Board members discussed the evaluation process and determined that the committee chair would request a self-evaluation from the executive director, to include accomplishments and future goals for the organization. (BM ZZ, Caucasian Female, Global Warming Board)</p>
Perform Research	<p>I would say the research, the DNI research that I did, that... Well, let me think here for a moment because I didn't really have to be a minority to do research, but I would say being a minority really did fuel I think my interests in doing that research. I raised my hand, because I wasn't asked to do this, but I did raise my hand and volunteer to do some research to support some of their DNI efforts. And so yes, I would say being a minority influenced my willingness and desire to do that, yeah. I think the research that I did do for this project, I think that benefited the board. And just our continued efforts to diversify the board and be represented as an organization that's committed to diversity, and inclusion, and equity. (BM II, African American Male, Education Services Board)</p> <p>There's been a lot of discussion about what kind of a recovery we might see coming out of this issue we're dealing with in terms of COVID. There's the idea of the V-shaped recovery, the U-shaped recovery. I know during the committee meeting, we talked about maybe potentially seen recovery by 2024. At least that's what staff represented. But we're starting to see in the later part of the last couple of weeks, a lot of reports about being more of an L-shaped recovery. Meaning that the economy will stretch out into the foreseeable future in terms of pressure. And when they translates to less money in the pockets of our fellow Americans, and it translates into less business coming through our port, which is really the source of a lot of our income and our strength. (BM OO, Caucasian Female, Community Board)</p>
Provide Information and Advice	<p>I think, as a board member, knowing when to speak up and then knowing when to not sound like a broken record and allow an executive director to do their job. (BM I, African American Female, Global Warming Board)</p> <p>Once you start talking, you don't know what you're going to say, which is really weird for a lawyer, but I was like, "If I open my mouth to address this, it might be, 'And another thing is I'm going to ...' Or it's like is it going to be something thoughtful? Is it going to be something that you wouldn't mind seeing in writing again or whatever? So I was just like, "Maybe talk to them about it in private, or will you embarrass him?" I just was like heart beating fast, body temperature hot, and I was like, "No, we just sang a song because I don't want them to think that they can talk like this around me. Now y'all can talk how you want talk about people on the side, but not in the open." So I'm going to make it ... This is uncomfortable for me, but I'm going to make it uncomfortable for you, too. We're all going to be uncomfortable. (BM Z, African American Female, Global Warming Board)</p>
Review Compensation	<p>On a good note, we did receive approval and funding from the Pay Check Protection Program. 70% of these funds are to be used for payroll. The remaining portion can be used for rent and</p>

	<p>utilities. And the finance team is working hard to update the budget and we'll be working with the budget committee and providing updates to the board of directors. (BM OOO, Caucasian Male, Sport Services Board)</p> <p>They will also request salaries for current and future employees that identifies the highest and lowest salaries and the difference between them. (BM ZZ, Caucasian Female, Global Warming Board)</p>
Secure Resources	<p>So that's very exciting too, to add that to our list of externships. So again, we're very excited about these mentorships, these affinity groups that we've started, for the black students, for the LGBTQ students, and we've connected them with mentors. And the plan is to really enlarge that for the entire student body. (BM F, Caucasian Female, Traditional Medicine Board)</p> <p>Like I was saying before, it's one thing. You know, I personally found that I could be more effective in a policy realm, and having access to policy makers and influencers when you're, at least they respect your opinions and you can influence policy, one, if you can mobilize folks. You know my unique skill has been mobilization. You know, I've worked in labor. I've put on all kinds of events. We've done events where we've had 20,000 people, 10,000, 6,000, and those skills I've learned, they translated, when I've been in organizations that have resources I've put on \$100,000 events. All I need is money. And events that moved the organization forward. (BM EE, African American Male, Community Board)</p>
	<p>One, I know how the [Company 15] works. Two, I look, what effect is it going to have on the community? And three, I use my skills as an attorney even though of course I don't get into contracts and all that stuff. (BM HH, Caucasian Female, City Board)</p> <p>Let's see. Skills. I think I have learned over the years to sit back and assess and dive in deep on issues, do my homework, commit myself to the position, ask a lot of questions. I think I communicate pretty well. (BM KK, Caucasian Male, City Board)</p>
Strategic Planning	<p>I know on occasion we've talked about the need to have a succession plan in place for our current CEO. (BM II, African American Male, Education Services Board)</p> <p>Succession planning was one that was definitely said we need to work on for the most part. Not issues of inclusion or diversity with respect to board planning. I mean it is in our mind and when we're considering and when the nominating committee is considering candidates, I know that's part of the discussion. I've been on the nominating committee several years ago and it's certainly a goal, but as a board, in our day to day or even our meeting planning, I don't know that we've talked about it that much. (BM JJ, Hispanic Male, Sport Services Board)</p>

Examples of Quotes for Second Order Code Category “Board Legitimacy”

First Order Code	Example (this can be from interview transcript or from an observation of the board)
Lack Trust	<p>In 2013, they had have a revolving door of executive directors, they had even though the board had been reduced in numbers by a good bit, it still had a lot of board members. It was very siloed, with a lot of people kind of out for their own interests. And there was very, very little trust. There wasn't trust in each other to a large extent and there wasn't trust in the national staff and the staff was really small and under-resourced. (BM JJ, Caucasian Male, Sport Services Board)</p> <p>And my experience on every board that I've been on is that oftentimes board members will, in their attempt to be transparent is, that's usually the word everybody uses, they can hinder the staff, they'll say we want to do this, but in actuality some of the ways that the board operate hinder them from what they say they want to do so it compromises the trust. (BM EE, African American Male, Community Board)</p>
	<p>So, there's a lot more organization dynamics to a board actually being able to function effectively, because of how they meet or don't meet as regularly and the limitations of the board. "This is where we are. You can move us to the next level of thinking, and we can do different things." That's the ask, but what you know is, the board is a group of people, and it's not as though because any one person, even if it's the chairman, says, "This is the way we want to move it.", so, it's automatically going to move in that direction. (BM M, African American Female, Sport Services Board)</p>

	I think it's an average performing board because I think the organization is run by the founder and there's tremendous confidence in him. The role of the board is limited to governance and to a very small amount of fundraising. There's really no input on programs because there's tremendous confidence in the executive director and there's only been once or twice where governance has been brought to the attention of the board. (BM T, Hispanic Male, Global Warming Board)
Mutual Respect	So, to me, it's really about what we all bring to the table. And the other thing, I think the biggest thing is the mutual respect everybody has for each other. Nobody disrespects anybody or their opinions on any topic. We may not agree, we may have some passionate discussions, but we've never, never... I've never had or never seen anyone verbally get mad at another member. (BM KK, Caucasian Male, City Board)
	You still learn to treat each other with respect, and that's just the way it is. It's interesting because we served at the same time on the City Council, but we never worked together. Because I represented a very diverse, predominantly Latino, often very poor, downtown area. He represented East Long Beach, with zero in common. Now we're working on the [Company 11] and he has an expertise in real estate, so I really appreciate that. I don't agree with him on everything, very often we have different perspectives, but I think there's mutual respect. That's what we have to work on. (BM FF, Caucasian Female, Community Board)
Undefined Roles	I would to say my experience is boards probably function at the same level of ineffectiveness as the organization for which they're a part of, if I may say. And I think boards overall, I really do, always questioning them in their real role, and in working with them as a consultant, one of the major challenges was, what's the role of the board, and what's the role of the executive? And it was always very confused, and I find, as I sit on the board, it is also very confused, which then, I think, makes the board not effective, and I think it doesn't perform some of the governance base, for example, succession planning. That's a major thing that a board should be focused on, and on top to say that, all of the board, it's like we talk about it, but it doesn't ever really get done. (BM M, African American Female, Sport Services Board)
	That's a very good question and why there are defined roles. For the most part, that work is done by staff. We are policy makers, we provide the governance. But for the most part, the research and certainly the operations, that's done by staff. There's always a danger of elected officials micromanaging what staff does, that's not really the right thing for board members to do. That's what the Executive Director and Managing Directors do. There is a line and that's why the relationships are so important, because people have gotten in trouble for telling staff what to do when it wasn't their right to do that. (BM FF, Caucasian Female, Community Board)

Theme: Firm Effectiveness

Examples of Quotes for Second Order Code Category “Social and Reputational Outcomes”

First Order Code	Example (this can be from interview transcript or from an observation of the board)
CEO-Board Aligned	The CEO and I would meet regularly and I would usually meet with him face to face before a board meeting to make sure that he knew what was going to be presented and gone over and stuff. You could help with helping manage the third party board members who weren't as close to the business. And he was... I kept him quite close with it. So that was a pretty collaborative arrangement. We tried this with another board and was unsuccessful and it became a set of contentious relationships and the board became ineffective at doing what they should have been doing. (BM Y, Caucasian Male, Sport Services Board)
	It's primarily the CEO reports to the board and she's our primary ... the person that we guide and support. But she comes with her management team as well, so we have a good rapport with them, but the line is through ... from us to them. And the CEO and the management team know that these are the things that are important to us. And then we hold them to it. (BM LL, Middle Eastern, Traditional Medicine Board)
Customer Satisfaction	But our patients are really happy because now they're able to come in on the weekends. So we'll get to my report. So I guess I just want to highlight the fact that we opened our clinic after the spring-quarter closure, and it went really, really well. As I said in my report, we had 94%

	<p>of the patient appointments billed. And part of that had to do with the fact that we limited the number of patients, there was a waiting list, and people were very, very happy to be able to get our services. The interns were happy to be back in the clinic and the staff did an extraordinary job. And as you know, Robert Newman created the infection control protocol with input from faculty and everything went according to plan. So we are doing a survey, we've just sent out a general survey to get feedback from students on how the remote education is going. And right now we only have 21 respondents and out of 21, 18 people have either strongly agreed or agreed that overall they're satisfied with remote education. So one of our big accomplishments has been to roll out, happily our online college-management system. (BM F, Caucasian Female, Traditional Medicine Board)</p>
	<p>Thanks to support by the [Company 35] with funding. And on Clean Energy's part, we've undertaken a large construction project out in our station in Wilmington so that we can provide renewable CNG at all of the dispensers for those trucks as they hit the road, so that fuelling infrastructure is available in lockstep with deploying the trucks. So again, congratulations. Keep up the great work. Thank you. (BM TT, Caucasian Female, Community Board)</p>
Efficient	<p>I do feel like we are a high performing board. We meet very regularly, I would say we are actionary in it, and we do try to hold each other accountable, and I feel that our board has been very influential in the success of the staff. We're very efficient, and we're called on to be active board members. We're definitely not a passive board. I think we are, just from what little knowledge that I have of other boards, and just my personal experience with the board, I do consider us a high performing board. (BM II, African American Male, Education Services Board)</p> <p>BM EE is going to be a great asset on the committee. I think that we're all on the same page in terms of what we need to do to let the foreign trade customer, our base, know that we're open for business, and we want their business. Because our biggest calling card is our efficiency in our [Company 35]. I'll defer to BM FF, and if a BM EE wants to comment. (BM PP, Caucasian Male, Community Board)</p>
Decision-Making	<p>And it's interesting because we've also ... I've gotten new students because they see that issues of equity and justice matter at [School 1], so they ... In our recent interviews and even in our open house, they're like, "Yeah. We've seen your letters. We've seen the fact that you're providing mentorship. You're supporting Black non-profits that help the Black community, and that's why I'm coming there." So it's interesting. That's not something that we really even thought about. So, that's great because of course enrollment is so important for institutions. (BM NN, Asian American Female, Traditional Medicine Board)</p>
	<p>There are people on the board who might automatically agree with and support the Executive Director, and an item that's brought forward. And now, that's not necessarily the case. There have been times when there's a three, two, split. (BM FF, Caucasian Female, Community Board)</p>
Incremental Change	<p>And so, as a first step, we did remove the word Oriental from the home page, but we're going to have to work with him, in the next year, to do it really, really carefully, so that our ranking does not tank, because that's a really, really an important part of generating leads and recruitment. But we're starting to make changes. It's everywhere. It's on our letterhead, it's on our cards, our signature block. But we'll start with the website and make changes incrementally. (BM K, Caucasian Male, Traditional Medicine Board)</p> <p>So his vision for the [Company 35], and he and I are good friends, so he talks about what his vision for the [Company 35] is, and remembering that the [Company 35] is a bureaucracy, you know it's still run by the city even though it's a business. It's probably one of the most unique experiences I've ever had. I'm probably enjoying this more than anything, but I know from the top there is a desire to change culture, and changing culture is not something that is easily done. It has to be strategic and it has to, you have to recognize that incremental progress is still progress. You've got to take what you can when you can get it, and then plan on how you can broaden it. I think that's part of the reason I'm there as well. (BM EE, African American Male, Community Board)</p>

Innovation	And so, the broader that your leadership group is, the broader the ideas, is where innovation comes from. Innovation cannot come from something that is homogeneous. It's not our tone. So, it's everything, its people that have disabled, is a diverse group. They see and bring things that able bodied people don't think because we don't think about it, because it doesn't affect us. I mean, that's what each group really does; they bring things that other people don't see, because of they're not affected by it. And that's the power. I mean, that's the power. (BM M, African American Female, Sport Services Board)
	As we move down to the next slide, COVID-19 concerns, this crisis has presented us with unprecedented challenges. For your reference, I have listed six areas of concern as we commence the COVID-19 transition in early of March, 2019. I am pleased to report to you that the port has proven to be resilient and innovative in the face of this crisis. In essence, what we are witnessing and experiencing is business continuity, a business model that the [Company 35] has long invested and embraced. And this was well over 10 years ago, and currently further by our current security director, and again, special recognition to our risk management department who for the past several years has raised the level of business continuity of preparedness. (BM RR, Hispanic Male, Community Board)
Recognition	And we're ranked as the number one school in California, number two in the nation, and really great outcomes, student outcomes. And it's also a really a beautiful place to work. (BM NN, Asian American Female, Traditional Medicine Board)
	Good afternoon, and I wanted to share the good news with the commission. On October 4th, the [Company 35] was honored with receiving the AQMD Clean Air Award under the category of Clean Air Education and Outreach, and at the award recognized our partnership with [School K] and our development of a zero emission capstone project for the [School J] students that was related to one of our grant funded projects, the Seaport Zero Emission Demonstration Project. Each school year, [School K] focuses on a different theme and this was the very first year where the capstone course focused specifically on air quality. The four year career based [School K] program combining air quality and environmental academic curriculum with training for students interested in global trade, is developing port employees for the future. This is our fourth clean air award that the port has received. We've received them in the past for Middle Harbor and partnership for the Clean Truck program and partnership with [Company 15] and for short power technology at the then BP oil tanker facility. This was the 31st annual clean air awards and for over three decades, the South Coast AQMD gas honored those who have made outstanding clean air contributions to the health of our communities and the economy, and past award recipients have made significant contributions from next generation cleaner engines to youth campaigns to improve the quality of life for their neighborhood, and to cities who have gone above and beyond to create sustainable communities. (BM UU, Caucasian Female, Community Board)
Reflection of Community, Customers, & Employees	And so the executive director, for all his greatness, he could try to put that on there, but you know, it looks a lot better when you at least have those individuals that have a voice in the community. (BM I, African American Female, Global Warming Board)
	So its effectiveness in theory is going to be benefited by diversity, I personally believe the more diverse you can be the better your board will be because it will be more reflective of the community that you represent, right, because if you don't have different perspectives, if you have a perspective of only the dominant culture, that leaves a lot of people out. (BM EE, African American Male, Community Board)

Examples of Quotes for Second Order Code Category “Financial Outcomes”

First Order Code	Example (this can be from interview transcript or from an observation of the board)
Economic Hit	However, at this point, we're getting ready to go through a significant economic hit. The economic hit of COVID-19 on our business model is going to be severe. This revenue has allowed us to provide a quality domestic and international competitive experience for our athletes, our coaches, and our referees. But unfortunately, with the impact of COVID-19, this is all going to be under siege. (BM AAA, African American Male, Sport Services Board)

	<p>The end results has been an increase in import, a decrease in export, and a widening of the trade gap while we are now looked upon poorly by every other trading nation, and giving them sales leads to proliferate their businesses. It is a direct result of the ill-advised trade policies coming out of Washington that are impacting the movement of steel into the United Sates and with countries who have placed retaliates against us. The other thing in note is that we approved the budget for next year. We're anticipating a decline in volumes in 15%, or as much as 15%. We tried to put together a pretty conservative budget (BM W, Caucasian Male, City Board)</p>
Financially Sound	<p>Thank you. Well, I think, I mean, the long and short of that is cash position is very strong despite COVID-19, and I think some of the implications it has had for other organizations. For at least the remainder of this year, the organization looks very healthy. And I think that's incredible news. (BM L, Caucasian Female, Education Services Board)</p>
	<p>And boy thank goodness too because the impact of COVID-19 has just not just fencing, but it's just been devastating for most of the national governing organizations. And fencing was in really good shape because we had an investment account that we've built up through a foundation and we had a pretty good cash reserves so it's not to say that it hasn't been really difficult financially, but we have the depth in order to weather it. So yeah, it's been 180 degree turnaround. It really is good responsible financial governance as well as kind of leadership governance. (BM JJ, Hispanic Male, Sport Services Board)</p>
Financial Uncertainty	<p>Year-to-date income is \$356,000 plus the budgeted number of \$370,000, giving us a negative variance of \$14,000. This consisted of cash on hand of \$152,000 in money market, \$1,175,000 held at the [Company 72], which is down significantly from where it was a couple months ago, and we have \$653,000 sitting in an insured sweep account. We issued these refunds in May. We will create a significant cash outflow with no more revenues coming in. So, rather than liquidate investments at a time when they've declined, the decision was made to take out a line of credit at a favorable interest rate and utilize that and leave the investment account to recover and grow from that point forward. (BM OOO, Caucasian Male, Sport Services Board)</p>
	<p>The [Company 15] nine point plan to attract cargo, as has been widely documented since the unfortunate labor lockout of 2002 and what some may consider over-regulation in certain areas, we've lost 20% of our market share at [Company 15]. (CC, Caucasian Male, City Board)</p>
Funding Opportunity	<p>The second thing I would say is Oceans of Opportunity, if we can create some video buzz and excitement in that event through how we present it that will sell itself. People will see we're still viable and vital, and that'll encourage renewed and new and resourcefulness in terms of giving. So both of those things in addition to all we're doing. (B N, Caucasian Male, Education Services Board)</p>
	<p>So that's it, but just like you, I've had more funding opportunities than I have ever had. And so I've been working with a grant to work with the climate city, the Americans climate challenge, providing support for at least a dozen on economical solution, working with Microsoft and their economic inclusion program for their 100% renewable commitment. (BM YY, African American Female, Global Warming Board)</p>
Operational Disruption	<p>National events, were cancelled due to the COVID-19 virus, all these events that [Company 71] hosts are a significant source of operating cash flow for the organization. The cancellation of these events has had a significant impact on the organization's cash flow and the budget. The cancellation of an event created \$161,000 loss for the events. There was significant work performed in setting up this event before it was canceled, so there were expenses incurred with little to no revenues to offset these expenses. We are working with vendors to maximize our refunds. (BM OOO, Caucasian Male, Sport Services Board)</p>
	<p>As we commence here, before I give my specific commentary, I would like to take the time to acknowledge what's facing our country today as a nation. As of this morning, we've had 100,000 Americans who have succumbed to the COVID-19 virus. 1.6 million Americans have tested positive for the virus. In California, we have 3,825 deaths as of this morning. And in California, 99 Californians have tested positive. (RR, Hispanic Male, Community Board)</p>
Organic Growth	<p>I really want to thank C1 and the board. We have really grown into an incredible organization. And, first of all, helping the students, and I've been able to see that. So thank you guys so</p>

	<p>much. I would add quickly that I am so impressed with what has occurred from a 20 year old vision and more to saying where the organization has gone, what a team. (BM N, Caucasian Male, Education Services Board)</p> <p>Well, what ended up happening is that our enrollment at the undergraduate level applications went through the roof, we had a 10% increase in applications, undergraduate level. We had an increase in students transferring from external community colleges and other places. And so our undergraduate enrollment actually been fantastic. (BM J, Asian American Male, Traditional Medicine Board)</p>
Profitable	<p>Absolutely. We're very high performing. If you look at our year on year performance, when I got there and we were pulling in maybe \$500,000 a year, now we pull in 2.5, almost 3 million a year. So we've seen year on year growth that we have a very detailed strategic plan. (BM S, Caucasian Male, Education Services Board)</p> <p>But we're in the black. That's important for you to know. The school has actually been in the black for, I think this is the eighth year that we've been counting, and so many of the issues that we talked about when you were on the board have been resolved. (BM NN, Asian American Female, Traditional Medicine Board)</p>

Theme: Motivation for Diversity

Examples of Quotes for Second Order Code Category "Internal Motivation"

First Order Code	Example (this can be from interview transcript or from an observation of the board)
Diversity of Background	<p>I think it's important because everyone brings a different background and set of experiences that help to make up the organization as a whole. And when you're talking about students, no student's background is the same, along with the board members. And it's important to find those connections or relevant experiences to be able to share, to make our students comfortable, make them open to learning, open to receiving some of the help that we're trying to give them. And if you have a board that's not diverse, I think it makes it much more difficult to speak to the students and to help them learn and bring them in to participate. When you look up and you'd see people that are talking to you and don't share experiences that you've had or don't look like you or don't seem to understand where you're coming from. That makes it hard to buy in. And then one year, we brought in some professional entrepreneur and they did a speech. And every time I look in the audience, the kids were just looking at their phones or looking someplace else, not paying attention. And one of the last years we brought in this crew from Element Skateboards. These guys were not managers at the company, but they ran a non-profit skate camp up in Sequoia. And they all gone to college and they came in and talked about their experience. There was not one kid in that room looking around or on their phone. Everybody was engaged because they had something a lot of them could relate to. (BM S, Caucasian Male, Education Services Board)</p> <p>So in exploring what people can bring to the board, I remember I talked to a professor who is Indian, who had come here in his youth with that background and I felt like it was an extremely valuable perspective that you could not have gotten if you grew up in the suburbia because of his family, because of difficulties that he faced growing up, difficulties he faced as an immigrant, to me, there's this enormous value in that perspective when you're a non-profit that's dealing with food insecurity. And so that's just such an obvious example, I couldn't pick one better. I think the LBGT community is, and I know that wasn't something you specifically mentioned, but when I was thinking of diversity and inclusion and ethnic composition, I was thinking about it pretty broadly, so I was trying to identify who might be some good candidates that I can introduce to the board to give us those different perspectives. (BM JJ, Caucasian Male, Sport Services Board)</p>
Diversity of Experience	<p>I would say diversity is just different experiences and backgrounds that we all bring to the table. I think that's just my basic understanding diversity. (BM II, African American Male, Education Services Board)</p>

	It is valuable to get a diverse perspective on the board. The key is making sure that there are people who have different experiences to provide a different kind of insight. (BM Y, Caucasian Male, Sport Services Board)
Diverse Perspective	Well, first of all, I think diversity is important, period, I think not just to the board, but to any work environment, any team. You have to have a team that brings a lot to the table. It's not just diversity of background but diversity of experience, diversity of knowledge, diversity of education, diversity of, I mean, just understanding. Having a team that's going to bring such a different perspective and be able to. If you have a bunch of folks that are from the same neighborhood, they're probably going to think the same. But if you bring in a broader scope of people from across the city together, things are going to come up in conversation that you didn't even think of. (BM KK, Caucasian Male, City Board)
	Well, I think diversity in its pure sense is being able to get the perspective and ideas of whatever your constituency is. Even if I'm an ethnic organization and I'm only servicing my ethnic group, I still need to understand diversity and realize that for me to move an agenda in my group, I still have to reach out to other people. And I think diversity takes all of that into account, and not trying to run over folks with your stuff but be inclusive and be collaborative in building a structure that's going to be beneficial to the most people. (BM EE, African American Male, Community Board)
Diversity of Thought	Just the diversity of thought. Different vantage points, just different viewpoints. You have an opportunity to understand. Just basically I learn a lot from my board members, my diverse board members. I'm talking about the white diverse board members as well. I think diversity allows you to do more, like more problem-solving and looking at something 360 instead of from one angle. (BM Z, African American Female, Global Warming Board)
	What we've found is that the different unique expertise and interest of the members of the board ends up being what causes them to be involved in any particular project. So if we have something that's going on that involves, aside from the finance committee, which is a stand committee, when we have policy issues that require input, insight or thought aside from putting them on the agenda for the actual board meeting, we'll consult with each of the board members outside of the board meeting. (BM J, Asian American Male, Traditional Medicine Board)
Ethnic Diversity	So if you have a Black person in the room, it's going to change the conversation. The interaction. And I think that's going to be a positive way to broaden the perspective to include a point of view that is different from the one that you normally think about. But when the board members are diverse, and the rules of the game are everybody has an opportunity to talk, everybody has an opportunity to voice an opinion, everybody has a say. (BM LL, Middle Eastern, Traditional Medicine Board)
	I don't even know what people think about the term these days. Sometimes I hear it and I know they're not thinking about what I'm thinking about. I am definitely, obviously, thinking about ethnic diversity and being representative of the ethnically diverse community in Southern California. (BM FF, Caucasian Female, Community Board)
Gender Diversity	With a group of powerful men, and you introduce some women in the group, the way that people interact and communicate changes, and it becomes more considered. "This is how I view the situation from my point of view," then the conversation changes. And it can only change if there's this variety in the group. By variety, I mean, not just definitely race, but also other elements of diversity, including gender, maybe even sexual orientation, which we don't really have, I don't think. (BM LL, Middle Eastern, Traditional Medicine Board)
	I mean, [Person F] is very proud whenever he introduces our board, he points out that the three power boards in L.A. He's very proud of the fact there are three women on our board. So yeah, that's a very big deal in terms of women in city government, and also diversity. (BM HH, Caucasian Female, City Board)

Examples of Quotes for Second Order Code Category “External Motivation”

First Order Code	Example (this can be from interview transcript or from an observation of the board)
Social-Class Diversity	<p>I also think very, very important is economic representation. While I'm a Latino, I don't represent the majority of Latinos in LA County who probably make \$45,000 a year. I would argue that I'm not reflective of the Latino residents in LA County. I think diversity, to me, the number one issue is economics. Well, I remember one particular time when the president on the board basically said, I probably should have said because she was a Jewish woman and she was the one that was articulating. We needed better representation from poor people, not just people of color. It's not about just ethnic or gender. It's about economics, and that's really what the struggle is when I see diversity because the most diverse city in California is probably Beverly Hills, and I don't think they have any problems with ethnic representation. You have very wealthy Jews, blacks, Latinos, Asians, whites, etc., and they're just fine. You look at other communities that are segregated or somewhat integrated, and they've got some tremendous challenges. (BM T, Hispanic Male, Global Warming Board)</p>
	<p>But it's also economic diversity, the various levels of people's wealth or lack of wealth and poverty. Income inequality is such a huge issue, and so, that is very much part of diversity as I see it. (BM FF, Caucasian Female, Community Board)</p>
Regulatory-Focused	<p>And then depending on the proclivities of the appointing mayor, they have more or less ethnic and gender diversity. At one point, there were two commissioners out of the five that were from the Harbor area. (BM HH, Caucasian Female, City Board)</p>
	<p>Since Doris Topsy-Elvord, there's always been a person of color on the Board. I think I came to fill the need for a person of color. So I think I checked off a couple of boxes for the mayor. He needed a person of color, he needed someone that had great relationships with the labor groups that they deal with, and when I was a city council person both of those were two of my biggest supporters. So I kind of check those boxes for him. (BM EE, African American Male, Community Board)</p>
Social Movement-Focused	<p>I think number one, diversity. I think [Person K] wanted diversity. Second, I'm somewhat familiar with non-profit work. I've been an executive director, and I founded a non-profit. I think that my social justice work in the region was something [Person K] wanted to have on the board. I joined the board about a little short of two years ago. The sponsorship? No, the executive director reached out to me directly. (BM T, Hispanic Male, Global Warming Board)</p>
	<p>She's Jamaican American. She served on the board for a decade, and we actually want to bring her back. I mean, she's done that for a decade, but especially on this topic anti-Black racism and really what we need to do to meet this challenge. And so that's been invaluable, really fantastic. And so if she hadn't been on the board, if I hadn't met her, if she and I weren't friends, I really would not have had these amazing resources to rise up to the challenge and lead the school during this really difficult time, so that's been critical. That's why it's important to have a diverse board. And I just feel like because our communication has been honest and because our work has been so authentic, genuine, not performative, I feel like the students really understand that we're not just talking the talk, but we're actually walking the walk. (BM NN, Asian American Female, Traditional Medicine Board)</p>

APPENDIX H: CRITERIA FOR BOARD SKILL

Attorney/Legal/Public Policy	<ul style="list-style-type: none"> • Degree in this area • Years of experience or current attorney • Experience as a partner in a law firm • Experience as a general counsel • Experience with government • Experience with economic policy
Board Director Experience	<ul style="list-style-type: none"> • Years of experience as a board member • Experience on board committees
Consulting	<ul style="list-style-type: none"> • Experience across multiple sectors • Experience with problem-solving • Experience with creative, conceptual, and practical thinking • Experience with time management
Core Industry	<ul style="list-style-type: none"> • Degree in specified area/industry • Experience in the industry that the organization operates
Diverse Background	<ul style="list-style-type: none"> • Extensive range with education, ethnicity, culture, financial status
Diverse Experience	<ul style="list-style-type: none"> • Knowledge in 3 or more industries • Unique personal involvements
Finance	<ul style="list-style-type: none"> • Degree in the area • Years as a financial expert (CPA, CA, CFA, CFO) • Role in the finance industry (Bank or Fund Manager) • Audit experience • Insurance or underwriting experience
Senior Executive	<ul style="list-style-type: none"> • Current or years of experience as an executive of a public or private firm
Global Business	<ul style="list-style-type: none"> • Experience with firms around the world
Upbringing as a Minority	<ul style="list-style-type: none"> • Unique abilities due to being a minority
Upbringing as a Woman	<ul style="list-style-type: none"> • Unique abilities due to being a woman
Assertive	<ul style="list-style-type: none"> • Confident • Direct Personality • Bold
Different Viewpoint	<ul style="list-style-type: none"> • Upbringing as a minority • Upbringing as a woman • Unique perspective
Higher Education	<ul style="list-style-type: none"> • College graduate (BA, JD, PhD, DBA)
Leadership Viewpoint	<ul style="list-style-type: none"> • Focused • Self-driven • Trustworthy • Ability to Develop Other Leaders • Results oriented
Situational Understanding	<ul style="list-style-type: none"> • Awareness of vicinity and impact of actions
Open-Minded	<ul style="list-style-type: none"> • Consider new ideas • Neutral
Ability to Ignore or Deflect Negativity	<ul style="list-style-type: none"> • Ability to disregard or refuse to acknowledge negativity or bias
Ability to Speak Up	<ul style="list-style-type: none"> • Ability to express opinions openly
Code Switching Ability	<ul style="list-style-type: none"> • Ability to adjust behavior

Focus on Tasks	<ul style="list-style-type: none"> • Ability to concentrate on the duty, job, assignment
Impervious Ability	<ul style="list-style-type: none"> • Resistant • Resilient
Inclusive	<ul style="list-style-type: none"> • Team player • Collaborative
Inquisitive	<ul style="list-style-type: none"> • A sense of curiosity • Intrigued to ask questions
Insistent	<ul style="list-style-type: none"> • Persistent • Determined
Integrity	<ul style="list-style-type: none"> • Honest • Respectable
Mindful Communication	<ul style="list-style-type: none"> • Listening skills • Inquisitive • Honest discussions • Utilize STUDS method
Passionate	<ul style="list-style-type: none"> • Strong spirit
Perspective-Taking Ability	<ul style="list-style-type: none"> • Ability to understand both verbal and non-verbal communication of a specific culture
Soft Skills	<ul style="list-style-type: none"> • Compassionate • Supportive • Thoughtful • Sensitive • Appreciative • Sense of humor
Comprehend Financials	<ul style="list-style-type: none"> • Literacy with financial reports (budget, cash flow, income, balance sheet, statement of shareholders' equity)
Diverse Connections	<ul style="list-style-type: none"> • Unique network across multiple industries, economies, communities
Regulatory, Compliance, Risk Experience	<ul style="list-style-type: none"> • Experience with government agencies • Experience with laws specific to the industry
Strategic Planning/Thinking	<ul style="list-style-type: none"> • Ability to prioritize • Ability to execute plan • Ability to develop programs or procedures