

PROCEEDINGS

# Diversity Metrics Forum

## Developing Standards for the Collection of Data on Diversity in Philanthropy

Foundation Center, New York, NY  
September 25, 2009

Convened by  
The Foundation Center and  
Diversity in Philanthropy Project



FOUNDATION  
CENTER

Knowledge to build on.

## Authors

David Wolcheck \_\_\_\_\_ Research Associate, The Foundation Center  
Lisa Jackson \_\_\_\_\_ Principal, Intentió Consulting  
Lawrence T. McGill \_\_\_\_\_ Vice President for Research, The Foundation Center

## Contributing Staff

### The Foundation Center

Anjula Duggal \_\_\_\_\_ Vice President for Marketing and Communications  
Christine Innamorato \_\_\_\_\_ Production Manager

## ABOUT THE REPORT

This report summarizes the discussions that took place at the Diversity Metrics Forum, a meeting convened by the Foundation Center in New York City on September 25, 2009. The Forum was made possible by grants from the Diversity in Philanthropy Project and the Charles Stewart Mott Foundation. The Forum brought together 47 foundation leaders, researchers, and representatives of philanthropic infrastructure organizations to discuss strategies for systematically collecting data on diversity in philanthropy.

## ACKNOWLEDGMENTS

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This meeting was a direct outgrowth of the work of the Diversity in Philanthropy Project, directed by Henry A.J. Ramos whose leadership and support were instrumental in making this meeting possible. Special thanks also to Jessica Bearman and Anna Pond for their tireless work on behalf of the Diversity in Philanthropy Project and for their expert guidance in the development of this meeting.

We also gratefully acknowledge Bradford Smith, President of the Foundation Center, for his support of this work and for providing a working environment conducive to collaboration and innovation. The opinions expressed in this report are those of the Forum participants and do not necessarily reflect the opinions of the Foundation Center, the Diversity in Philanthropy Project, or the Charles Stewart Mott Foundation.

## ABOUT THE DIVERSITY IN PHILANTHROPY PROJECT

The Diversity in Philanthropy Project was a three-year, voluntary effort of leading foundation trustees, senior staff and executives committed to increasing field-wise diversity through open dialogue and strategic action. From the Project's web site ([www.diversityinphilanthropy.org](http://www.diversityinphilanthropy.org)): "We believe that diversifying perspectives, talent and experience can help ensure philanthropy's continued leadership in a rapidly changing society. Therefore, building on philanthropy's best traditions and aspirations, we're working together to develop a new, field-wide agenda for diversity. Launched as a three-year initiative (2007–2009), this project seeks to expand diversity, equity and inclusion in board and staff representation, grantmaking and contracting."

## ABOUT THE FOUNDATION CENTER

Established in 1956 and today supported by close to 550 foundations, the Foundation Center is the nation's leading authority on philanthropy, connecting nonprofits and the grantmakers supporting them to tools they can use and information they can trust. The Center maintains the most comprehensive database on U.S. grantmakers and their grants — a robust, accessible knowledge bank for the sector. It also operates research, education, and training programs designed to advance knowledge of philanthropy at every level. Every day thousands of people gain access to valuable resources through the Center's web site and in its five regional library/learning centers and national network of more than 425 Cooperating Collections at libraries, nonprofit resource centers, and organizations throughout the U.S. and Puerto Rico and in Australia, Brazil, Mexico, Nigeria, South Korea, and Thailand. For more information, please visit [foundationcenter.org](http://foundationcenter.org) or call (212) 620-4230.

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Download Proceedings from the Diversity Metrics Forum at [foundationcenter.org/gainknowledge/research/specialtrends](http://foundationcenter.org/gainknowledge/research/specialtrends).

For more information, contact David Wolcheck at (212) 807-2467 or [drw@foundationcenter.org](mailto:drw@foundationcenter.org).

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# OVERVIEW

In recent years, private foundation leaders have found themselves in the national spotlight due to growing public concern about the lack of available data on the diversity of foundation staff and boards, as well as grantee organizations and the communities they serve with the support of philanthropic dollars. This concern has resulted in legislative action in California (Assembly Bill 624) and proposed legislation in other states, the intention of which is to create regulatory reporting oversight of philanthropic institutions concerning their diversity representation in areas ranging from race and ethnicity to gender and sexual orientation.

This report provides a summary of a recent strategic effort by philanthropy researchers, evaluators, and intermediary organizations to address the development of a voluntary set of diversity data standards in the field.

## BACKGROUND AND RATIONALE

Over the last few years, The Foundation Center and other leading organizations like the Council on Foundations (COF) and the Association for Research on Nonprofit Organization and Voluntary Action (ARNOVA) have collaborated with one another and the Diversity in Philanthropy Project to sponsor several new initiatives and expert convenings on the issues, including:

- Working with regional associations of grantmakers to commission diversity performance surveys of foundations and nonprofit organizations in several parts of the country;
- Conducting analyses of grantmaking targeted to communities of color in various states;
- Organizing a series of well-attended researcher-practitioner exchanges on diversity issues, as well as dedicated sessions on questions of diversity, inclusiveness and effectiveness at annual conferences of the Council on Foundations and various allied associations for several years running;
- Collaborating with select individual foundations and regional associations of grantmakers to complete internal diversity audits and organize groups of foundations in communities of practice focused on various diversity issues;
- Advancing through interlocking networks of sector leaders, like the Diversity in Philanthropy Project, a common set of diversity principles and promising practices, new field-wide research initiatives, and more centralized access to knowledge on diversity issues affecting society and the field; and
- Promoting broad dissemination and discussion of important diversity-related reports and field advancement proposals by leading philanthropic sector advocacy groups like the Philanthropic Initiative for Racial Equity, the National Center for Responsive Philanthropy, the Greenlining Institute, and others.

As a result of these and other efforts, the field is primed to take the next step—to develop a set of shared diversity metrics. Having such metrics available would allow for coordinated diversity research efforts, for tracking progress in the field relative to diversity, and allow the field to share data with the broader public in a consistent manner on foundations’ diversity-related efforts.

On September 25, 2009, as part of an ongoing series of discussions about diversity and inclusiveness in partnership with Diversity in Philanthropy Project, The Foundation Center held a meeting of 47 field stakeholders and experts, including social science researchers who have been involved in diversity-related studies, grantmakers who have helped to move the field’s state of knowledge forward on these issues, and representatives of philanthropic infrastructure organizations that serve as key knowledge centers for the field. The goals for the meeting were:

- To share recent experiences and/or plans for doing more significant and complementary diversity research and data reporting in order to maximize collective learning, identify areas of shared interest, and better inform future work in this area; and
- To propose a standard set of diversity metrics to facilitate the systematic collection of diversity data on foundations, grantee organizations, and communities served going forward.

## MEETING AGENDA

The meeting agenda was organized around four specific topics:

1. Collecting diversity and effectiveness data on staffs, boards, policies, and practices of foundations;
2. Collecting data on who benefits from the work of foundations;
3. Building a field-wide data collection system; and
4. Developing a research agenda to meet the field’s expanding knowledge needs regarding diversity and inclusiveness issues.

To manage separate discussions on each topic, four facilitators were identified before the meeting and asked to work with a small group of meeting participants to create an informal panel on their topic. At the meeting, after each panelist had a chance to contribute, all of the meeting participants were invited to add to the discussion. The facilitators were Renee Branch, Director, Diversity and Inclusive Practices of the Council on Foundations, Lori Villarosa, Executive Director of the Philanthropic Initiative for Racial Equity, Thomas Jeavons, Executive Director of ARNOVA, and Larry McGill, Senior Vice President for Research of the Foundation Center.

## MEETING HIGHLIGHTS

Meeting participants quickly introduced a number of important challenges associated with collecting diversity data. Some focused on important practical barriers to collecting such data, such as managing survey length and response rates, overcoming the limits of self-reporting, determining what categories to use (separate and/or aggregate), accounting for variability in the capacities of organizations to collect such data, etc. Others brought participants back to more fundamental philosophical questions, including the question of defining “diversity,” urging the group to think carefully about “why” the field is interested in collecting diversity data and what such data might be used for.

As participants considered what it would take to develop a national coordinated data collection system on diversity issues, they contemplated how much buy-in might be needed from how many foundations to launch such a system and whether foundations might offer stipends to nonprofits to support their ability to collect accurate and useful data. Important cautions were sounded about the fact that even if a national standard system of accounts were to be developed, many foundations might wish nevertheless to continue collecting diversity data in their own unique ways, in order to address their own unique aims. This led to the idea that it might be better to develop “guidelines” rather than “standards” as a way to let foundations determine how best to collect diversity data as it fits their various missions and circumstances.

The final topic addressed was future research needed in the field on diversity and inclusiveness. Some research ideas proposed during the discussion included:

- An examination of retention of diverse staff at foundations
- What is the relationship between the diversity composition of a foundation, its program activities, and the communities it reaches?
- How many foundations are using culturally appropriate evaluation methods and what other inclusion practices are they using?
- When there is progress on a particular issue, what role did diversity play?
- How many foundations collect diversity data and has it changed anything?
- What is the relationship between diversity and the amount of grantmaking dollars?
- What is the relationship between diversity and social change?

During the coming year, The Foundation Center will actively continue to explore with other leading social investment research and private funding leaders ways to expand the constituency and support base for advancing knowledge about diversity in philanthropy. Researchers and practitioners interested in learning more about this work and the possibility of engaging with us in its furtherance should feel free to get involved by contacting Larry McGill (VP, Foundation Center) at [ltm@foundationcenter.org](mailto:ltm@foundationcenter.org).

## EMERGING PRINCIPLES REGARDING DATA COLLECTION AND BUILDING A FIELD-WIDE DATA COLLECTION SYSTEM

Throughout the Diversity Metrics Forum, a number of key points surfaced repeatedly. While we didn't take a vote or seek consensus, the following eight principles regarding diversity data collection seemed to resonate widely among participants.

- P-1. The issues of data collection purpose and audience(s) for the data need to be addressed.
- P-2. "Diversity" needs to be defined prior to embarking on data collection efforts. Research efforts should be as inclusive as possible including, for example, LGBTQ status, socioeconomic status, language status, immigrant status, etc.
- P-3. The field needs standardization—though individual non-standardized efforts should be welcomed.
- P-4. There is both a personal and political aspect to self-identification. When possible, people should be able to self-identify on measures of diversity. This ideal has to be balanced with the likelihood of a low-response rate and cost of data collection.
- P-5. Multi- and bi-racial are needed categories. There need to be safeguards in place to avoid double counting if respondents are allowed to select more than one category in response to surveys.
- P-6. Diversity research efforts need to go beyond survey data to include qualitative data.
- P-7. In creating guidelines for collecting diversity data, it will be important to communicate to foundations why they are being asked to contribute data about their staff and board. What will the data be used for and can the foundations use it for their own purposes?
- P-8. In order to involve the greatest number of actors in the conversation about collecting diversity data, the focus needs to shift from a moral imperative to an effectiveness imperative.



# KEY IDEAS EMERGING FROM THE MEETING

## THE CENTRAL QUESTION: WHY COLLECT DATA ON DIVERSITY?

Participants agreed that how this question gets answered is fundamental to the development of diversity metrics with practical applicability for the field. Meeting participant and facilitator Thomas Jeavons, Executive Director of ARNOVA, suggests that there are three ways to answer this question:

- To address the moral imperative relative to social justice and equity of access
- To evaluate and/or improve philanthropy—to increase its effectiveness
- To fend off critics, avoid regulation, work differently with government

The answer also depends in part on how one views the purpose of philanthropy. For example, is the purpose of philanthropy to deliver services or is it to create and support civil society? The types of data needed to assess how well philanthropy is delivering services are likely to differ in important ways from those needed to assess philanthropy's contributions to civil society.

Because there is no consensus in the field about diversity and its relevance to philanthropy, it is necessary to be explicit about why it is important to collect diversity data. As pointed out by one participant, the head of a regional association of grantmakers, "It's important to say diversity matters. When you engage with people, diversity may matter a great deal to them. And diversity matters even more when those people then engage in communities."

## SESSION 1: COLLECTING FOUNDATION DIVERSITY DATA

Facilitator—Larry McGill, Foundation Center

The focus of this session was how to most effectively collect diversity data on foundation boards, staff, policies, and practices to help guide the work of those organizations interested in such data collection. Participants were asked to comment on how well recent studies address the following information needs:

- Demographic characteristics of foundation board members
- Demographic characteristics of foundation staff
- Foundation policies and practices regarding diversity and inclusiveness

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**"It is important to clarify intent on why data is being collected. Are we collecting data because we think that it will lead to greater social equity?"**

—TERI BEHRENS, EDITOR IN CHIEF,  
FOUNDATION REVIEW

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Participants were also asked to share their thoughts on how demographic data on foundation boards and staff should be collected. In addition to a set of Emerging Principles (see Sidebar on page 8), three other key ideas were raised during this part of the meeting.

### ***Key Ideas***

- 1-1. Foundations may be more responsive to the language of “Guidelines” rather than “Standards.”
- 1-2. Research efforts must be mindful of confidentiality issues—especially given that many foundations have very little diversity and individuals might be easily identified.
- 1-3. Field-wide metric categories should be defined at the broadest level possible allowing for expansion and depth as needed.

## **SESSION 2: COLLECTING GRANTEE AND COMMUNITY SERVED DIVERSITY DATA**

Facilitator—Lori Villarosa, Philanthropic Initiative for Racial Equity

In introducing this discussion topic, the following questions were posed for consideration:

- Why are we collecting diversity data?
- How do we approach the goal of greater consistency of data collection?
- How will the data be utilized?
- How do we communicate this data internally and/or externally?

Participants were asked to reflect on what they see as the key tensions at their organizations with respect to collecting diversity data. One foundation program officer shared the history of her foundation’s diversity data collection relative to its mission and values. In their experience, diversity has many different interpretations that need to be considered. For example, in one of their programs, the focus is on what it means to be “marginalized,” while in others, diversity is more traditionally defined.

Another program officer said that her foundation has a diversity plan consisting of fourteen items on how to integrate diversity programmatically and administratively. At the same time, though, while foundation staff understand the importance of collecting diversity data, there continues to be reluctance to do so. Currently, the foundation does not collect diversity data from grantees.

### ***Key Ideas***

- 2-1. Beyond the more traditional diversity categories, there are additional interpretations of diversity to be considered, including marginalized people.

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**“We need to resist oversimplifying. Complexity is important. We need to get comfortable with things not always adding up to 100%.”**

—KAREN ZELERMYER,  
JOINT AFFINITY GROUPS

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- 2-2. Standardizing metrics could reduce the reporting burden on grantee organizations by reducing the number of surveys on diversity they would be asked to complete.
- 2-3. Research needs to allow for intersecting categories (e.g., gender crossed by race).
- 2-4. Data displays might be more useful if they were more three dimensional—less flat.
- 2-5. Collecting data on populations/communities served can be challenging—especially when philanthropic work is broadly targeted (e.g., environmental efforts).

## COLLECTING AND USING GRANTEE DIVERSITY DATA

### The Chicago Community Trust

The Chicago Community Trust is the Chicago region's community foundation. The Trust's leadership, both at the board and staff level, recognizes that we need to have policy and practices that reflects the growing diversity in our region. This is a trend that would likely continue for the next 20 years, according to our regional planning agency. In addition to race and ethnicity, we also recognize that diversity is inclusive of economic circumstances, religions, disability status, gender, and sexual orientation.

The Trust has developed a Diversity Statement and Policy Framework to guide our practices. This document is shared with our grantees. We also collect diversity data from our grantees which is considered a critical part of our grant review. From the demographic data collected, we present a diversity report to our board at its quarterly meeting.

#### Diversity Statement

The mission of The Chicago Community Trust is to improve the lives of the people in metropolitan Chicago. We believe that the diversity of our community is a fundamental strength of our region. Our mission is best fulfilled when we embrace diversity as a value and a practice.

We maintain that achieving diversity requires an enduring commitment to inclusion that must find full expression in our organizational culture, values, norms, and behaviors. Throughout our work, we will support diversity in all of its forms, encompassing but not limited to age, disability status, economic circumstance, ethnicity, gender, race, religion, and sexual orientation.

Leading by example we aspire to make diversity a core and abiding strength of the nonprofit sector.

#### Policy Framework

The Chicago Community Trust recognizes that its effectiveness will be enhanced and its mission well served when the practice of diversity is reflected in all aspects of the organization, and specifically when:

**Board Membership:** The Executive Committee of the Trust reflects the rich diversity of the Chicago metropolitan area.

**Donors:** The Trust shares its commitment to diversity as a value and a practice with its current and potential donors and it encourages donors to consider and embrace these values.

**Employment:** The staff of the Trust reflects the communities of metropolitan Chicago. Staffing at every level of the organization should reflect the diversity of the metropolitan region. The Trust anticipates that its demonstrated commitment represents an organizational standard for the non-profit sector.

**Grantmaking:** The Trust's grant making is representative of the community it serves and each potential and current grantee demonstrates a commitment to diversity as a value and a practice. A demonstrated commitment is reflected in staffing, board composition, vendors and program partners, and organizational philosophy.

**Vendors:** The Trust's vendor community demonstrates a commitment to diversity and inclusion as a practice. This commitment is reflected in governance practices, hiring practices, and/or organizational philosophy.

## SESSION 3: BUILDING A FIELD-WIDE DIVERSITY DATA COLLECTION SYSTEM

Facilitator – Renee Branch, Council on Foundations

In this session, participants were asked to consider how a field-wide data collection system could be organized and what role their organization might play in the process of developing such a system. What data collection tools would be needed within such a system and how might organizations that contribute to data collection within the system benefit from participating?

### *Key Ideas*

- 3-1. A centralized database could be a useful tool for grantee organizations that provide their data. The data could then be used for their own organizational purposes.
- 3-2. It is important to get nonprofit buy-in for such a system and for foundations to support nonprofits' capacity to collect the data for the system. However, buy-in and agreement on metrics are not the same thing. Not having absolute consensus on metrics shouldn't hold us back from moving forward.
- 3-3. Keep in mind that creating such a system is a nonlinear, difficult process, and requires staying focused on an overarching goal.

## REGIONAL EFFORTS TO CREATE LEARNING NETWORKS AND INFORMATION-SHARING SYSTEMS

### **Council of Michigan Foundations**

The Board of the Council of Michigan Foundations made a formal commitment to diversity in 2002. As a result of their continued commitment (as demonstrated by continuous board resolutions between 2002 and 2008) CMF launched a six year initiative called Transforming Michigan Philanthropy Through Diversity and Inclusion (2008–2013). The goal for the initiative is “To increase the effectiveness and accountability of organized philanthropy in Michigan. There are four objectives:

1. To become a model regional association and resource for the national field of organized philanthropy
2. To increase member awareness, understanding and action in diversity, inclusion and social equity grantmaking

3. To help 20 foundations achieve their goals for diversity, inclusion, and social equity
4. To increase the diversity of foundation staff, executives and trustees

CMF has since developed a community of learners among interested organizations whose names repeatedly appeared during the review process and who demonstrated interest in the effort. As CMF is a membership organization, it is also considering partnering with a marketing/communications firm to ensure that members adequately understand what the work is about.

At the Diversity Metrics meeting, Vicki Rosenberg (VP, Education, Communications, & External Relations) noted that CMF made progress even without a formal vision in place from the start. They did not have ultimate goals they were seeking to reach or consensus among partners. Their hope is that from their work to date they will be able to develop appropriate metrics.

## SESSION 4: DEVELOPING A FIELD-WIDE DIVERSITY RESEARCH AGENDA

Facilitator—Thom Jeavons, ARNOVA

In the final session, participants were asked to generate a list of diversity-related research ideas as a first step towards the goal of developing a coordinated national diversity research agenda across the various organizations that conduct diversity research in the field. Topics suggested included the following<sup>1</sup>:

### *Organizational Diversity*

- 4-1. What causes people or organizations to focus on diversity?
- 4-2. How do people attain the positions/roles they have in philanthropy?
- 4-3. Identify models of diversity programs that work well.
- 4-4. Examine inclusiveness practices at foundations.
- 4-5. What promotes diversity and what inhibits it? What role does organizational culture play?

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**“This discussion has done a terrific job in identifying limitations of surveying. The answer: do not rely only on surveys. Pair surveys with case studies that can get at the questions we care the most about.”**

—ED PAULY, WALLACE FOUNDATION

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### **The Denver Foundation**

The Denver Foundation’s Inclusiveness Project began as a foundation initiative in 2001 and became a permanent ongoing project in 2007. The mission of the Project is “to engage with Metro Denver nonprofit organizations, including funders, to become more inclusive of people of color.”

In addition to developing research and resources to aid nonprofits in becoming more inclusive, the Foundation also funded 11 nonprofits, designated as Learning Community Organizations (LCO’s), to implement the practices published in a workbook titled *Inclusiveness at Work* over a two year period. The six step process outlined in the workbook is as follows:

1. Create an inclusiveness committee
2. Engage in inclusiveness/diversity training and hire consultants/trainers
3. Define inclusiveness and diversity and create a case statement for inclusiveness for your organization

4. Gather and analyze information, including available facts and stakeholder perspectives regarding your community, your field, and your organization
5. Complete an inclusiveness blueprint (similar to a diversity strategic plan) that spells out concrete goals, objectives, and tasks to help your organization realize the change it seeks
6. Begin implementation of the inclusiveness blueprint

These LCOs were convened regularly to facilitate networking efforts and to learn from their experiences. An evaluation of their efforts was conducted and published in 2008. The evaluation found that the LCOs found the experience to be meaningful and felt that the process made them more effective as nonprofit agencies. The evaluation report also stated that engaging nonprofits in such efforts requires long term commitment to an intensive and often complex process.

- 4-6. In our efforts to increase diversity, what's not working? E.g., who leaves philanthropy and why?
- 4-7. Examine diversity relative to foundation staff recruitment and retention efforts.
- 4-8. Look at and understand diversity among donors.
- 4-9. How important is diversity to the next generation of philanthropy leaders?
- 4-10. How has the corporate world handled diversity? What can philanthropy learn from it?
- 4-11. How is diversity related to effectiveness?

***Grantmaking Diversity***

- 4-12. How has philanthropy allocated resources in communities and how have organizations been helped?
- 4-13. What is the relationship between the diversity of foundation staff and the amount of funding that goes to diverse communities? How does organizational diversity affect programs and communities served?
- 4-14. How has philanthropy changed as the demographics of philanthropic leadership has changed (e.g., as the number of female CEOs has increased)?

**WHAT PHILANTHROPY IS DOING ABOUT DIVERSITY**

Prior to the meeting, we asked each participant to summarize the work of their organization related to diversity. Here are two examples of what was provided<sup>2</sup>:

***GuideStar USA***

***Chuck McLean, Vice President of Research***

GuideStar is currently gathering diversity data through the GuideStar Exchange platform and through its DonorEdge partnerships with community foundations in the following cities: Pittsburgh, Columbus, Kansas City, San Diego, Nashville, Orlando and Lafayette, La. We collect ethnicity and gender data on the following: Governing board, CEO or Executive Director, Senior Management Team, All staff.

***Horizons Foundation***

***Roger Doughty, Executive Director***

San Francisco-based Horizons Foundation has engaged in work around diversity in philanthropy since its founding in 1980. At that time, there was no place in philanthropy for lesbian, gay, bisexual, and transgender (LGBT) people; foundation support for LGBT issues was non-existent. Horizons has long made diversifying the field with respect to LGBT people and LGBT issues one of its central goals. Within the LGBT community itself, the foundation has affirmatively supported scores of nonprofits dedicated to parts of our community that historically have been most seriously underserved, including people of color, women, and transgender people. In more recent years, Horizons has been active in the California debates sparked by Assembly Bill 624 and in the national Diversity in Philanthropy Project.

2. All summaries submitted by participants can be found in Appendix C.

### *Data Collection Issues*

- 4-15. How is diversity information being collected currently?
- 4-16. Who is collecting diversity information and how does it affect their organizations?
- 4-17. How do we collect diversity data for different types of grantmaking and programmatic activities (e.g., funding organizations that provide direct services to communities vs. funding organizations that do policy research)?
- 4-18. Collect data on economic diversity.
- 4-19. What is the cost-benefit ratio of diversity research and how do we assess it?

## **PROPOSED NEXT STEPS**

At the close of the meeting, participants were asked what they thought should be the main action steps during the next 6 months to one year in order to advance the various recommendations put forth by participants. While several ideas and proposed priorities were suggested, the following three rose to the top:

1. Organize and implement a pilot study to pre-test a diversity data-collection tool with nonprofit organizations. Drawing on existing tools such as those developed by The Council on Foundations and Foundation Center, a pilot study would be conducted to test proposed diversity categories for use with nonprofit organizations. The purpose of this study would be to:
  - Determine categories to recommend to the larger field as a set of standards or guidelines for measuring diversity among grantee organizations
  - Learn about the level of burden this would create for nonprofits and what support would be needed for them to collect this data
2. Develop subgroups focused on the three different populations of interest: foundations, grantee organizations, and communities served by grantee organizations. These subgroups would further vet ideas and develop action plans relative to their population
3. Develop a listserv for the larger group to use to share ideas and information going forward

To continue this work effectively, we would benefit from your questions, feedback, and ideas on the efforts described here. You can do so by submitting your thoughts to the listserv the Foundation Center has developed for this purpose (please contact Marc Almanzor at [mga@foundationcenter.org](mailto:mga@foundationcenter.org) for more information). We would also welcome information about other relevant work on diversity in philanthropy that you would like to share with the field.





# APPENDIX A

## DIVERSITY METRICS FORUM

### Meeting Participants

Friday, September 25, 2009

#### Grantmakers

***Judy A. Clark***

Associate Executive Director, Pocantico Center  
Rockefeller Brothers Fund

***Nancy Csuti***

Director of Research, Evaluation & Strategic Learning  
The Colorado Trust

***Roger Doughy***

Executive Director  
Horizons Foundation

***Rahsaan Harris***

Program Executive for Bermuda, Aging & Disadvantaged  
Children and Youth Programs  
Atlantic Philanthropies

***Michael J. Klompus***

Director of Human Resources  
Rockefeller Brothers Fund

***Ngoan Le***

Vice President for Programs  
Chicago Community Trust

***Hope Lyons***

Director of Grants Management  
Rockefeller Brothers Fund

***Adrienne Mansanares***

Program Officer for the Inclusiveness Project  
The Denver Foundation

***Stephanie McAuliffe***

Director, Communications and Program Services  
David and Lucile Packard Foundation

***Darin McKeever***

Senior Program Officer  
Bill & Melinda Gates Foundation

***Edward Pauly***

Director of Research and Evaluation  
Wallace Foundation

***Debra J. Perez***

Senior Program Officer, Research and Evaluation  
Robert Wood Johnson Foundation

***Kevin Rafter***

Special Assistant to the Vice President for Programs  
James Irvine Foundation

***Bonnie Rivers***

Grants Specialist  
Rockefeller Foundation

***Kimberly Roberson***

Program Officer  
Charles Stewart Mott Foundation

***Suzanne Siskel***

Director, Social Justice Philanthropy  
Ford Foundation

***Dianne Yamashiro-Omi***

Senior Program Officer  
The California Endowment

#### Researchers

***Mary Ellen Capek***

Principal, Capek & Associates  
Consultant, Diversity in Philanthropy Project

***Michael E. Cortés***

***Carol J. DeVita***

Senior Research Associate, Center on Nonprofits and  
Philanthropy  
Urban Institute

***Chao Guo***

Assistant Professor, Department of Public  
Administration & Policy  
University of Georgia

***Lisa Jackson***

***Cynthia Jones***

Chief Executive Officer  
Marga Incorporated  
Race & Equity in Philanthropy Group

***Mary McDonald***

Assistant Professor  
University of San Diego

***Eugene Miller***

President, M6 Consulting  
Graduate Center, CUNY

***Francie Ostrower***

Professor, Lyndon B. Johnson School of Public Affairs and  
Department of Theatre and Dance  
University of Texas at Austin

***Anna Pond***

Operations Director, Diversity in Philanthropy Project  
Principal, Anna Pond Consulting

***Lori Villarosa***

Executive Director  
Philanthropic Initiative for Racial Equity

**Infrastructure Organizations**

***Teri Behrens***

Editor in Chief  
Foundation Review

***Renée Branch***

Director, Diversity and Inclusive Practices  
Council on Foundations

***Ronna Brown***

President  
Philanthropy New York

***Jessica Chao***

Vice President  
Rockefeller Philanthropy Advisors

***Aaron Dorfman***

Executive Director  
National Committee for Responsive Philanthropy

***Stephanie Duffy***

Board Co-chair  
Grants Managers Network  
Grants Administration Manager  
The McKnight Foundation

***Romero Hayman***

Manager  
The Center for Effective Philanthropy

***Nadine T. Jalandoni***

Director, Research Services  
Independent Sector

***Thomas Jeavons***

Executive Director  
ARNOVA

***John Kania***

Managing Director  
FSG Social Impact Advisors

***Colin Lacon***

President and CEO  
Northern California Grantmakers

***Valerie Lies***

President and CEO  
Donors Forum

***Joe Lucero***

Director of Communications  
Asian Americans/Pacific Islanders in Philanthropy

***Larry McGill***

Senior Vice President for Research  
Foundation Center

***Chuck McLean***

Vice President of Research  
GuideStar USA

***Rachel Mosher-Williams***

Assistant Vice President, Strategy and Partnerships  
Council on Foundations

***Una Osili***

Interim Director of Research  
Center on Philanthropy at Indiana University

***Vicki Rosenberg***

Vice President, Education, Communications &  
External Relations  
Council of Michigan Foundations

# APPENDIX B

## DIVERSITY METRICS FORUM

### Agenda & Session Descriptions

Friday, September 25, 2009

#### Agenda

- 8:00 a.m.**    **Breakfast available**
- 8:30 a.m.**    **Welcome and Introductions**  
Larry McGill and Lisa Jackson
- 8:45 a.m.**    **Foundation Data Collection: Boards, Staffs, Policies and Practices**  
Larry McGill, Senior Vice President  
Foundation Center
- 10:15 a.m.**    **Break**
- 10:30 a.m.**    **Collecting Data on Who is Reached Through the  
Work of Foundations**  
Lori Villarosa, Executive Director  
Philanthropic Initiative for Racial Equity
- 12:00 p.m.**    **Lunch**
- 12:45 p.m.**    **Building a Field-Wide Data Collection System**  
Renée Branch, Director of Diversity and Inclusive Practices  
Council on Foundations
- 2:15 p.m.**    **Break**
- 2:30 p.m.**    **Research Agenda: Diversity & Inclusiveness**  
Thom Jeavons, Executive Director  
ARNOVA
- 4:00 p.m.**    **Closing Comments**

## Session Descriptions

### Session One: Foundation Data Collection – Boards, Staffs, Policies and Practices

This session will review data collection methods from recent studies in the field and invite participants to endorse, amend, or suggest alternative means of data collection on foundation boards, staffs, policies and practices. The survey instruments used in these studies may be accessed at [foundationcenter.org/diversitymetrics](http://foundationcenter.org/diversitymetrics).

*For purposes of this discussion, we will take as a given that there is a need for data collection on these topics.* We recognize that, for many, this remains an open question and acknowledge that it is important to continue to engage in that discussion. But in the interests of time, we will be focusing in this session on how to most effectively collect data on foundation boards, staff, policies and practices, to help guide the work of those organizations interested in such data collection.

*We will have about 45 minutes (the first half of this session) to raise any issues or concerns about the data collection methods used in recent studies before opening the floor for general discussion.* So, this will need to be a very tightly focused discussion. To make the most efficient use of our time, I will be asking each of you to comment briefly on how well the questions asked in recent studies address the following information needs:

1. Demographic characteristics of foundation board members
  - a. Scope of demographic categories for which data were collected?
  - b. Wording issues?
  - c. Other data needs regarding board composition?
2. Demographic characteristics of foundation staff
  - a. Scope of demographic categories for which data were collected?
  - b. Wording issues?
  - c. Collection of data by job level?
  - d. Other data needs regarding staff composition?

3. Foundation policies and practices regarding diversity and inclusiveness
  - a. Policies and practices regarding board and staff diversity
  - b. Policies and practices regarding data collection on what populations are reached through the foundation's work
  - c. Policies and practices regarding the demographic characteristics of the boards and staffs of grantees/grantseekers
  - d. Other data needs regarding foundation policies and practices

*You don't need to address each of these issues.* Feel free to raise questions or concerns in those areas where you feel most compelled to comment.

*It would also be helpful to have your thoughts on how demographic data on boards and staffs should be collected.* Ideally, demographic data would be collected at the individual level for each board or staff member at an organization. This would allow data to be aggregated and analyzed in the greatest number of ways possible. The survey instruments used in most of the recent studies did not collect individual-level data, however, out of concern that the task of providing individual-level data would be too onerous for those filling out the surveys. (The exception is the Council on Foundation's annual survey on Grantmaker Salaries and Benefits.)

If the field decides to collect and analyze board and staff data on a systematic basis going forward, though, there may be significant analytic advantages to be gained by collecting data at the individual level. While such data may be time-consuming for some organizations to compile initially, there may also be considerable time savings in compiling such data in subsequent years, since much of the data collected at earlier points will have remained the same. We welcome your thoughts on this during this session.

If you have any questions, please feel free to contact me, Lisa Jackson, or Brielle Bryan at any time.

*Thanks again for your help!*  
*Larry McGill*

## Session Two: Collecting Data on Who is Reached Through the Work of Foundations

### *Greetings,*

I am writing to follow up on Larry McGill's email that you should have received Monday afternoon regarding the September 25th meeting on Diversity Metrics at the Foundation Center.

I have recently been asked to facilitate the discussion around grantmaking data and based on some of your work and thinking in this area, we thought you might be willing to help surface a few issues. Because of the relatively short time frame and in order to focus the discussion we're hoping that you may be willing to share some brief thoughts in advance of the meeting.

While the meeting planners are ultimately seeking areas of agreement, our initial conversation may be more meaningful if we efficiently surface some of those issues where there may be differing views before reaching any form of consensus.

### *Toward that end:*

- 1. What have been the key tensions in your institutions/networks regarding data collection around grantmaking (as relates to diversity/inclusion/equity)?**
- 1. What has been the issue that has caused the most discussion and differing opinions as you have grappled with how to track and report on grantmaking metrics as related to race/ethnicity/gender/sexual orientation/county of origin/disability/age or other? Can you share a bit about what questions arose?**
- 3. If you were able to resolve the tension, do you have any lessons to share about the resolution?**

*Thanks so much and I look forward to seeing you all next Friday!*  
*Lori Villarosa*

## Session Three: Building a Field-Wide Data Collection System

### *Session Questions to Consider*

Central Considerations that may shape our views about the necessary inputs and outputs might be framed as follows:

1. How would you imagine a coordinated system being organized (metrics, mechanisms, money and management) and what role might you have in the process?
2. How might we strategically align organizations around this topical area realizing there are often multiple and competing ends? In other words, is a common mission and vision necessary?
3. What are the necessary data collection tools? (provide examples of tools currently in use)
4. What are the member benefits of such data collection efforts?
5. If your organization has chosen to collect data, how does the availability of such data impact decision making?
6. How have grantees reacted to requests for information?

Please also come prepared to answer briefly the question, *"What are the other benefits or purposes of data collection efforts, e.g. goal setting, measuring progress, etc.?"*

*Many thanks in advance for giving this some advanced thought. Please contact me with any additional questions you wish to include in the discussion.*

*Renée Branch, (Facilitator for this session)*

## Session Four: Research Agenda: Diversity & Inclusiveness

### *Questions to Consider in Preparation for the Session on the Research Agenda*

Central Considerations that may shape our views of what should be on a research agenda related to the study of philanthropy and diversity might be framed and flow as follows:

1. *Functions and Purposes of Philanthropy*—The core functions of philanthropy are often conceived of as centering on two different, though not mutually exclusive purposes or ideals. One is that philanthropy is an important element of and support for a civil, democratic society. Another is that it is an important vehicle for the delivery of services and resolution of social problems. It certainly can be both.
  - What we think is important to know more about in the relationship between philanthropy and diversity may depend on which of these core purposes we see as most important.
2. *Motivation for this work*—Why Undertake Research on Diversity and Philanthropy? What Purposes Does or Should this Serve?
  - Do we simply need to understand what is happening so we can better answer questions from others, like grantmakers, critics or policymakers? (E.g., “How much money is going to support programs that serve people in specific demographic groups?” Or, “What data do we have on the racial, ethnic or other demographic characteristics of specific foundations boards and/or staff?”)
  - Are we hoping to find information primarily to assess effectiveness of current performance? Or to shape future practices? (E.g., “What do we know—or need to know—about how the racial, ethnic or other demographic characteristics of specific foundations (boards and/or staff) may be related to the focus or effectiveness of their grantmaking?”)

3. Direction of this work—What Key Questions Does the Research Most Need to Answer?
  - The answers to this question likely depend on how we see points #1 & #2, here.
4. Strategy in this work—What Approaches Will Be Useful in Getting those Answers?
  - The answer to this question depends on what questions (in response to #3, here) we are trying to answer.

*The request of you for this meeting*—Please come prepared to answer briefly the question, “**What one or two topics or issues would you prioritize for the research agenda on diversity and philanthropy?**” It will also be helpful if you can say—again briefly—why you think these topics should be prioritized over others.

**Also**, if you have **thoughts about what would be most helpful in terms of support to make this research possible**, we’d like to hear those. (For example, would a competitive grants program run through a neutral agency—rather than particular foundations—be helpful? Other ideas?)

I will ask each member of the sub-group on “The Research Agenda” to address the first question as a way of priming the larger group’s thinking about this. Thanks for giving this some thought.

*Thomas Jeavons, (Facilitator for this session)*



## APPENDIX C

# WHAT PHILANTHROPY IS DOING ABOUT DIVERSITY

Prior to the Diversity Metrics Forum, participants were asked to write a short description of how the work of their organization relates to the topic of diversity in philanthropy. Here are their responses.

### ***Asian Americans/Pacific Islanders in Philanthropy***

Joe Lucero  
Director of Communications

Asian Americans/Pacific Islander in Philanthropy (AAPIP) is a national membership organization, formed in 1990, comprised of individuals and institutions within the field of organized philanthropy, as well as individuals who work in the non-profit sector at organizations which serve Asian American/Pacific Islander (AAPI) communities. We engage two principal strategies—philanthropic advocacy and community philanthropy—to build greater access to and drive more philanthropic capital to communities that are best situated to articulate their own needs and solutions. We are acutely aware of the need for data that accurately reflects the true level of investment in AAPI communities by institutional philanthropy, and to square that with the larger context and set of conditions in terms of who is determining how and where those investments are made, and how those investments are being evaluated/assessed in terms of impact. Over the course of AAPIP's 20-year history, we have developed a number of reports—mindful of the field's limited uniform, codified data-collection infrastructure—that provide some baseline data for gauging our community's progress along these metrics. The two reports published by AAPIP and most widely associated with measuring institutional philanthropic investment in AAPI communities are *Invisible and In Need* (1993) and *Growing Opportunities: Will Funding Follow the Rise in Foundation Assets and Growth in AAPI Communities?* (2007).

### ***Association for Research on Nonprofit Organizations and Voluntary Action***

Thomas Jeavons  
Executive Director

As the Executive Director of ARNOVA my work involves engaging questions of diversity in several ways. First,

ARNOVA is an organization that fosters and supports research on voluntary action and the nonprofit sector, and we seek to encourage research that addresses the diversity of the sector in terms of the people it serves, the people who work in it, and the communities those people hope to engage in the life of civil society.

Second, we are striving to increase the number of people from diverse backgrounds who are working as researchers (and teachers) in our field in the belief that those people will enrich the perspectives brought to the design and pursuit of such research, and so generate new insights for the field. Finally, we are working to enhance the diversity of ARNOVA's membership and leadership, recognizing that to meet these first two goals requires that our own professional community be one that welcomes and provides opportunity to all people whatever their own backgrounds may be, and includes their vision as we formulate our own future as a association.

### ***The Center for Effective Philanthropy***

Romero Hayman  
Manager

Our main goal at the Center for Effective Philanthropy (or CEP) is to collect data that will lead funders to better understand, and to hopefully improve, their effectiveness and impact. As such, the topic of diversity, in all its forms, is important to CEP to the extent to which data on diversity allows funders to have more impact. According to analysis of CEP's data sets to date, greater diversity in and of itself does not equate to either less or more impact—though there are observable differences in some other areas. To an individual foundation or other grantmaking organization it is important to consider what diversity means in light of that organization's goals and its strategies. If diversity is important to achieving these goals, then we are interested in how the venues through which we collect data at CEP (surveys of grantees, staff, boards and other foundation stakeholders, primarily) can be used to generate relevant information to understand diversity in this context.

## **Center on Philanthropy and Civil Society – Graduate Center, CUNY/ M6 Consulting**

Eugene D. Miller, PhD  
Assistant Director/President

The Center for Philanthropy and Civil Society initially worked to expand the definition of philanthropy to include the giving of time, talent and treasure practiced by diverse communities. The Donor Research Project, an initiative of the Center, examined contemporary giving patterns and motivations of donors in communities of color. A central purpose of this work is to help nonprofit organizations reach potential donors more effectively. In addition, we have worked to better understand foundation impact and diversity in nonprofit organizations, most recently collaborating with the Foundation Center and Philanthropy New York on a survey of the nonprofit sector in New York. The current focus of M6 Consulting is on organizational effectiveness and board and leadership development.

### **The Chicago Community Trust**

Ngoan Le  
Vice President of Program

The Chicago Community Trust is the Chicago region's community foundation. The Trust's leadership, both at the board and staff level, recognizes that we need to have policy and practices that reflects the growing diversity in our region. This is a trend that would likely continue for the next 20 years, according to our regional planning agency. In addition to race and ethnicity, we also recognize that diversity is inclusive of economic circumstances, religions, disability status, gender, and sexual orientation. The Trust has developed a Diversity Statement and Policy Framework to guide our practices. This document is shared with our grantees. We also collect diversity data from our grantees, which is considered a critical part of our grant review. From the demographic data collected, we present a diversity report to our board at its quarterly meeting.

#### ***Diversity Statement***

The mission of The Chicago Community Trust is to improve the lives of the people in metropolitan Chicago. We believe that the diversity of our community is a fundamental strength of our region. Our mission is best fulfilled when we embrace diversity as a value and a practice.

We maintain that achieving diversity requires an enduring commitment to inclusion that must find full expression in our organizational culture, values, norms, and behaviors. Throughout our work, we will support diversity in all of its forms, encompassing but not limited

to age, disability status, economic circumstance, ethnicity, gender, race, religion, and sexual orientation.

Leading by example we aspire to make diversity a core and abiding strength of the nonprofit sector.

#### ***Policy Framework***

The Chicago Community Trust recognizes that its effectiveness will be enhanced and its mission well served when the practice of diversity is reflected in all aspects of the organization, and specifically when:

- *Board Membership:* The Executive Committee of the Trust reflects the rich diversity of the Chicago metropolitan area.
- *Donors:* The Trust shares its commitment to diversity as a value and a practice with its current and potential donors and it encourages donors to consider and embrace these values.
- *Employment:* The staff of the Trust reflects the communities of metropolitan Chicago. Staffing at every level of the organization should reflect the diversity of the metropolitan region. The Trust anticipates that its demonstrated commitment represents an organizational standard for the nonprofit sector.
- *Grantmaking:* The Trust's grant making is representative of the community it serves and each potential and current grantee demonstrates a commitment to diversity as a value and a practice. A demonstrated commitment is reflected in staffing, board composition, vendors and program partners, and organizational philosophy.
- *Vendors:* The Trust's vendor community demonstrates a commitment to diversity and inclusion as a practice. This commitment is reflected in governance practices, hiring practices, and/or organizational philosophy. Preference is given to vendors with a proven record of this commitment to diversity.

### **The Colorado Trust**

Nancy B. Csuti, DrPH, MPH  
Director of Research, Evaluation & Strategic Learning

The Colorado Trust has a long history of making grants to communities across the state of Colorado often focused on low income families many of whom are ethnic minorities. As a component of its new Access to Health focus, The Trust has made the coverage and care of uninsured



children and low income families the first priority. The Trust also has a significant grant strategy dedicated to specifically addressing people of color and health disparities—Equality in Health. This \$13 million project runs from 2005–2009. In other grants we are addressing the needs of racially & ethnically diverse communities, however, we have not set specific measurements of this.

Program staff recently created a grant cover sheet, to be filled out by the program officer after a grant has been approved, with check boxes corresponding to various categories, including racial & ethnic categories. The info will be entered into the grants data base.

We recently completed our own in house “mini-Foundation Center” project for our grantmaking from 2000 to the present. We anticipate these data will be the basis for discussions regarding data tracking & new grant strategies.

### **Council of Michigan Foundations**

Vicki Rosenberg

Vice President, Education, Communications & External Relations

- Developing the conceptual framework, strategies and partnerships and ensuring the delivery of knowledge and learning opportunities on an array of critical areas important to effective foundations to our more than 350 organizational members state-wide through CMF’s educational programs, communications and annual conference. Diversity and inclusion, cultural competency and advocacy for public policy reform are among our annual offerings.
- Leading CMF’s *Transforming Michigan Philanthropy Through Diversity and Inclusion* initiative (see info below).
- Representing CMF’s commitment to diversity and inclusion in national initiatives that have the potential to increase the commitment and capacity of the national network of 33 regional associations to advance diversity and inclusion as a key component of effective grantmaking through serving as:
  - Co-chair of the Forum of Regional Associations of Grantmakers’ *Grantmaker Education Task Force* which has developed a conceptual framework for what foundation staff and trustees need to know and be able to. That framework includes diversity and inclusion as a core component.

- Member of the Forum/COF Education Design Team which is working to build a coherent and comprehensive national system for grantmaker education.
- Member of the D5 team (with Ronna Brown and Valerie Lies representing a 7 a regional association coalition) which is working with COF, the Foundation Center, Rockefeller Philanthropy Advisors on behalf of diversity focused funds and JAG on an integrated strategy to advance diversity and inclusion through leading infrastructure organizations.
- Member of the Council on Foundations Committee on Inclusion
- Transforming MI Philanthropy Through Diversity and Inclusion (TMP) is a six-year initiative (2008–2013) of the Council of Michigan Foundations (CMF) that is designed to increase the effectiveness and accountability of organized philanthropy in Michigan. Over the past 25 years, organized philanthropy has examined and debated the rationale for diversity and inclusion in response to: changing demographics of our nation and the communities served by foundations; recognition of the connection between understanding the unique perspectives of those communities and effective strategies for addressing their needs; pressure from Congress and the media for greater accountability and transparency; and encouragement and support from infrastructure organizations such as CMF. In recognition of this growing awareness and need for change within the philanthropic sector, CMF, as part of its 2001 strategic planning process involving more than 250 staff and trustees of member foundations, began defining its commitment to diversity and inclusion and encouraging members to make a similar commitment (Phase 1). This commitment—grounded in the connection between diversity and inclusion and foundation effectiveness and accountability—is reflected in board actions taken between 2002 and 2008. TMP responds to the CMF Board’s:
  - Belief that “diversifying perspectives, talent and experience can help ensure philanthropy’s continued leadership in a rapidly changing society”

- Directive for CMF to become a more diverse and inclusive membership association and to encourage members to do the same
- On-going support indicated in resolutions passed in 2002, 2003, 2006, 2007 and 2008
- CMF defines diversity as “men and women from different national origins, ethnicities, races, cultures, generations, religions, economic backgrounds, gender identities and sexual orientations, and with different skills, abilities, lifestyles and beliefs.”

### **Objectives**

- To become a model regional association and national resource for the national field of organized philanthropy
- To increase CMF member awareness, understanding and action in diversity, inclusion and social equity grantmaking
- To help 20 member foundations achieve their goals for diversity, inclusion and social equity
- To increase the diversity of foundation staff, executives and trustees

### **Council on Foundations**

Renée Branch

Director, Diversity and Inclusive Practices

Rachel Mosher-Williams

Assistant Vice President, Strategy and Partnerships

Diversity and inclusiveness are essential tools of impact and effectiveness and are important considerations for the field of philanthropy. Diversity metrics and assuring the availability of sound, comparable data have become increasingly important for the field of philanthropy.

Through its research division the Council began collecting demographic data and tracking changes on the race, ethnicity and gender of its members and providing a public reporting of this information as early as 1982.

In 1993 the Council established an inclusiveness taskforce, which later became a standing committee in 1995. Today, the Council’s inclusiveness work continues to be aided by an outstanding and talented group of volunteers comprised of Council members and colleagues. The Committee on Inclusiveness provides advice to the Council on the design and development of its inclusiveness programming, messaging, strategic focus and content. This work is led internally by the director of diversity and inclusive practices and is currently focused on four tracks of work:

1. Building greater inclusiveness into the executive search process (Pipeline Expansion)
2. Developing and promoting educational programs and tools
3. Conducting outreach and communications about the importance of diversity and inclusive practices
4. Actively participating in the transition of the Diversity in Philanthropy Project-D5

Your ideas, feedback, questions and comments will only make the Council’s work stronger. Please contact the director of diversity and inclusive practices at [inclusive@cof.org](mailto:inclusive@cof.org).

### **Statement on Inclusiveness**

The Council on Foundations was formed to promote responsible and effective philanthropy. The mission requires a commitment to inclusiveness as a fundamental operating principle. It also calls for an active and ongoing process that affirms human diversity in its many forms, encompassing but not limited to:

- Ethnicity
- Race
- Gender
- Sexual Orientation and Identification
- Age
- Economic Circumstance
- Class
- Disability
- Geography
- Philosophy

We seek diversity in order to ensure that a range of perspectives, opinions and experiences are recognized and acted upon in achieving the Council’s mission. The Council also asks members to make a similar commitment to inclusiveness in order to better enhance their abilities to contribute to the common good of our changing society.

As a national voice of philanthropy, the Council is committed to promoting diversity. We are equally committed to including a wide range of perspectives, opinions, and experiences as we work to achieve our mission. Similarly, we ask Council members to commit to diversity and inclusiveness to enhance their own work. To that end, we provide them with the tools, educational programs, and opportunities they require to more effectively serve the common good.

### **David and Lucile Packard Foundation**

Stephanie McAuliffe

Director, Communications and Program Services

Stephanie McAuliffe is attending this meeting because of a strong interest in making it easy for nonprofits to share information about diversity dimensions of their organizations [perhaps through] a central repository for nonprofit organizational data. I hope we can avoid every funder requiring organizations to submit in grant proposals organizational diversity data per different definitions.

### **The Denver Foundation**

Adrienne Mansanares

Program Officer for the Inclusiveness Project

The Inclusiveness Project began as an initiative at The Denver Foundation in 2001, and became an ongoing program in 2007. In an effort to answer questions from our grantees about how they could be more welcoming to people of color on their staff and board, we commissioned a diversity study in Metro Denver. As we got deeper and deeper into understanding the issue we realized it wasn't something that we could address with a single activity.

The Inclusiveness Project's mission is "to engage with Metro Denver nonprofit organizations, including funders, to become more inclusive of people of color." Evaluation is essential to improve our programs and expand our understanding of the organizational and social change involved when addressing racial equity issues. Our December 2007 evaluation study measured the self-reported changes of a cohort of grantees who simultaneously engaged in inclusiveness initiatives, and who became each other's greatest teachers and supporters. Our evaluation offers an initial look at quantifiable data regarding the positive effects of inclusiveness on organizational operations and agencies' ability to serve their constituents. Funding permitting, we hope to implement another evaluation that builds this knowledge and deepens the understanding of the outcomes associated with becoming a more inclusive nonprofit. Specifically, we are interested in developing an evaluation to examine the benefits to vulnerable children served by organizations working on becoming more inclusive of people of color. Our belief is that an expanded understanding of the benefits of inclusiveness will motivate more nonprofit organizations to undertake this important work, and provide pivotal data in the diversity and inclusiveness field.

We approach this work with much humility. Since 2002, we have explored how we define inclusiveness, how we institutionalize our strategies, and how our values find full expression in our organizational culture, norms, and

behaviors. Our inclusiveness committee, including our CEO, meets regularly to plan trainings and implement staff recommendations. Each department has an ongoing inclusiveness blueprint and managers are evaluated on their success in achieving those goals. Our Board is 60 percent people of color, or "majority minority," as is our staff.

### **Diversity in Philanthropy Project (DPP)/Anna Pond Consulting**

Anna-Nanine S. Pond

Operations Director/Principal

In 2006, DPP was created as a time-limited effort—a campaign involving more than 50 philanthropic trustees and executives to elevate dialogue and action on diversity and inclusion in philanthropy. Its efforts have concentrated in three strategic areas:

- promotion of voluntary diversity and inclusion initiatives (via convenings, participation in national conferences, creation of diversity principles and practices, facilitation of regional CEO Focus Groups, partnerships with Council of Michigan Foundations regional association diversity efforts, etc.);
- advancement of a national system of data collection, analysis and accountability (via creation of a national research working group to define a field-wide diversity research agenda, support to regional research to track foundation diversity performance, etc.); and 3) support for the advancement, organization and distribution of knowledge (via creation of diversity case studies and reports, creation and populating D5 website, periodic e-blasts to push out information, etc.).

Currently, we are working on a next stage effort called D5—a five-year initiative that brings together five philanthropic infrastructure networks/groups to strengthen diversity in the field. D5 is currently under development and scheduled to rollout in 2010.

Besides work with DPP and D5, other recent diversity related consulting includes research for The California Endowment on diversity practices in corporate America, and ways to embed cultural competency training into continuing education in health care professions.

## **Diversity in Philanthropy Project (DPP)/Capek & Associates**

Mary Ellen Capek  
Consultant/Principal

The Diversity in Philanthropy Project ([www.diversityinphilanthropy.org](http://www.diversityinphilanthropy.org)) is three-year national collaboration with three primary focus areas: facilitating voluntary peer-support among sector leaders, including development of *Common Principles and Promising Practices*; encouraging an expanded and refined field-wide research agenda; and collaborating on model resources for knowledge sharing. As part of my DPP work, in collaboration with the Donors Forum of Chicago, the Council of Michigan Foundations, Southern California Grantmakers, the Ohio Grantmakers Forum, and the Minnesota Council on Foundations, I have facilitated five CEO Focus Groups in 2008 and 2009 with objectives of seeing what it takes to 1) bring CEOs to the table for discussion of these issues; 2) assess what works to create safe space for candor and shared experiences; 3) test CEO reactions to DPP's Institutionalizing Diversity: Working Assumptions (see DPP website); and 4) encourage the regional associations and their members to adopt DPP's Common Principles and Promising Practices.

As it sunsets, DPP has facilitated a field-wide planning process tentatively called D5 that will roll out in January 2010: five infrastructure organizations/networks coming together to develop a five-year plan to expand and strengthen diversity and effectiveness across the sector. Partners-to-date include the Council on Foundations, The Foundation Center, a consortium of regional associations of grantmakers, a coalition of identity-based affinity organizations, and a cohort of diversity-focused community funds coordinated through the Rockefeller Philanthropy Advisors. The goal is a comprehensive long-range work plan with both individual and common agendas that will lead to deeper institutionalized diversity, inclusion, and equity in the D5 partners themselves, strengthen the sector's infrastructure for innovative work on these issues, and embed new learnings about diversity and inclusion across the sector: the overarching D5 vision is a *philanthropic sector that promotes equal access to society's resources for all—including the most vulnerable and historically disadvantaged—by carrying out all of its work in full awareness of the changing demographic realities of the communities served.*

Besides work with DPP and D5, I have also been part of eight-month collaboration with Rockefeller Philanthropy Advisors and The Foundation Center working on in-depth assessments and planning around institutional diversity issues for the Rockefeller Brothers Fund. The work has included a comprehensive assessment

of the RBF grantmaking and grants coding as well as an assessment of organizational strengths and weaknesses in hiring practices and internal culture, both staff and board, around issues of diversity, inclusion, and equity. My role in this work has been the organizational culture piece. In developing a staff survey questionnaire and conducting staff and board interviews, I have been experimenting with applications of my own research from *Effective Philanthropy: Organizational Success through Deep Diversity and Gender Equality* (Cambridge MA: MIT Press, 2006) and that of Kenji Yoshino (*Covering: The Hidden Assault on our Civil Rights* (New York: Random House, 2006). Yoshino's elaboration of "covering" has been helpful in developing some promising tools and strategies for identifying and talking about hidden norms and "undiscussable" assumptions that get in the way of effective organizational culture and communications across race/ethnicity, class, gender identity, and other differences.

## **Donors Forum**

Valerie Lies  
President and CEO

Donors Forum has a long history of working on promoting diversity and inclusiveness in philanthropy and has had at least 3 versions of a board level committee guiding this work. The work over the years has involved:

- An every 4 year census of the demographics of foundation staff and board and assessment of member interest in tools and resources. This was started in 1992.
- Our Illinois Funding Source...which includes a grants database of Illinois funders includes data on beneficiary codes using the National Taxonomy. This database was started in the early 1990s.
- Various programs on the value and importance of diversity in philanthropy.
- Research in the late 1990s on the perspectives of board members and trustees of our member grantmakers on this issue.
- A collaboration with 3 other regional associations to publish a toolkit for building a more diverse and inclusive foundation. This was in the late 1990s and was distributed nationally.



## **The Ford Foundation**

Suzanne E. Siskel

Director, Social Justice Philanthropy

The Ford Foundation seeks to advance high quality work in the fields in which it is active worldwide. At the same time, it has long been committed to promoting equal opportunity and social justice. Ford's emphasis on diversity stems from the major contribution diversity makes to these three goals and its overall mission. Excellence and equity result, in part, from drawing on broad rather than narrow talent pools, and ensuring that a wide range of perspectives and experience are integrated into program and grant planning and implementation. When the views and interests of people living and working close to the problems are actively included in forming policies and programs, quality and effectiveness increase. Ford recognizes that the identity of excluded or marginalized groups and the meaning of diversity varies with the social and cultural contexts of the organizations it supports and the fields they work in.

Including under-represented people in organizations is a first step in any setting toward strengthening efforts to address contemporary social challenges and improve human welfare. Yet inclusion alone is not enough. It is important to see that the ideas and points of view of formerly excluded groups are integrated into the mainstream of an organization's work. The priorities of societies are best shaped and addressed by a broad set of actors and perspectives, rather than a limited segment. Recognition that diversity is an asset for societies will contribute to the excellence and innovation in work and program planning that Ford seeks. It also will model institutional behavior that goes beyond mere tolerance. Such models are important for building the capacity of societies around the globe to genuinely engage difference and weave new patterns of social cohesion.

Ford approaches diversity from a number of perspectives. We ask for diversity information from our grantees (per the attached grant proposal instruction form) and encourage in-depth conversations about diversity as part of broader organizational assessments. We have supported internal and external task forces and studies on diversity, and much of our grant making addresses diversity and inclusion from the perspectives of the fields in which we work (e.g., human rights, democratic and accountable government, social justice philanthropy, sexuality and reproductive health, education, media and free expression, arts and culture, economic opportunity, and sustainable development.) Among current areas of engagement, we support and participate in the Diversity in Philanthropy Project (now D-5) and are supporting

a current study on the impact of philanthropic affinity groups which we have funded over many years as part of an effort to promote diversity and inclusion in the philanthropic sector.

## **Foundation Center**

Larry McGill

Senior Vice President for Research

Diversity-related Research Activities Undertaken by the Foundation Center 2007–09

1. Since 2007, the Foundation Center has participated in the national Diversity in Philanthropy Project (DPP) in three ways—as a member of the Project's Research Advisory Committee, as a member of the Project's National Advisory Committee, and as a member of the Project's Executive Committee.
2. As a member of the DPP Research Advisory Committee, the Center designed a plan for conducting research on a number of key issues associated with diversity in philanthropy, such as the diversity of foundation boards and staffs, the diversity of their grantee organizations and the populations they serve, and trends in grantmaking intended to benefit populations of color.
3. In August 2007, Northern California Grantmakers (in partnership with Southern California Grantmakers and San Diego Grantmakers) commissioned the Center to conduct two studies on diversity in philanthropy in California, based on the research plan developed for the national Diversity in Philanthropy Project: 1) an analysis of the extent to which grantmaking by large California foundations benefits populations of color; and 2) a survey of California foundations to collect baseline data on the demographic composition of their boards and staffs and on the types of diversity-related data collection and grantmaking they are involved in. The research report on grantmaking by large California foundations, titled *Embracing Diversity: Foundation Giving Benefiting California's Communities of Color*, was released in July 2008. The research report on the survey of California foundations, *Building Diversity: A Survey of California Foundation Demographics, Policies, and Practices*, was released in August 2009.

4. The Center consulted with the Council of Michigan Foundations on the development of a survey to collect diversity-related data from members of CMF. CMF used a minimally modified version of the same survey instrument that was used in California to ensure comparability of the data across both studies. Preliminary results from this study were released at a symposium convened by the CMF in April 2009.
5. The Center worked with the New York Regional Association of Grantmakers (now Philanthropy New York) since early 2008 to conduct diversity-related surveys of both foundations and nonprofit organizations, paralleling similar studies conducted in California. (The survey of California nonprofit organizations was conducted by the Urban Institute, in consultation with the Foundation Center.) Findings from the NY surveys were released in October 2009.
6. In 2007, the Center partnered with the Council on Foundations (COF) and the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) to convene a meeting with key grantmakers and researchers on “The State of Research on Diversity in Philanthropy.” This meeting, the first in a series of “Grantmaker/Researcher Forums” to be held annually, took place at the El Pomar Foundation in Colorado Springs, CO in September 2007. It was attended by 27 grantmakers and researchers, who identified key research needs for the field related to issues of diversity and inclusiveness. Proceedings from this Forum were released in May 2008.
7. A second, follow-up Forum was held in the fall of 2008 at the MacArthur Foundation in Chicago, IL. Attended by 25 grantmakers and researchers, the meeting focused on identifying promising avenues for new research on the relationship between foundation diversity and grantmaking effectiveness. The group prioritized three critical issues for study: (1) Where do grants go and who is served? (2) How do effective foundations operate, and are they diverse? (3) How does foundation “field of interest” relate to foundation diversity? Proceedings from the second Forum will be released this summer.
8. The Foundation Center partnered with two other consultants to conduct an organization-wide “diversity audit” of a large northeastern foundation. Components of this audit include documenting the demographic composition of the staff and board over time, assessing the inclusiveness of the foundation’s organizational culture, and analyzing its grantmaking through a diversity and inclusiveness lens.
9. In May 2009, the Center contracted with the Colorado Association of Funders to conduct research analyzing the extent to which grantmaking by large Colorado foundations benefits diverse populations (paralleling the study of California foundations conducted by the Center in 2008). The Center is also involved in discussions with other regional associations about the possibility of conducting similar analyses in their regions.
10. The Center collaborated with four other infrastructure groups (COF, a coalition of regional associations, a coalition of affinity groups, and a coalition of identity-based funders; collectively referred to as “the D5 partners”) to convene a national meeting in September 2009 to discuss the adoption of a standard set of metrics for collecting and sharing data on diversity issues (“Diversity Metrics” meeting). The meeting was held in New York at the Foundation Center and brought together 47 key researchers, grantmakers, and representatives of infrastructure organizations.
11. The Center has publicly committed to working closely with the D5 partners in the years to come to further advance the diversity and inclusiveness agenda incubated by the Diversity in Philanthropy Project. This includes: 1) facilitating and coordinating the development of a national research agenda to deepen our understanding of the link between diversity and philanthropic impact; 2) spearheading the development of a national chart of accounts and more inclusive taxonomy to baseline, analyze and track philanthropic performance on diversity issues; and 3) providing customized technical assistance for philanthropic organizations interested in this work—e.g., sharing models, tools and research.

## **Foundation Review**

Teri Behrens  
Editor in Chief

- Most immediately, I am working with the Council of Michigan Foundations as the evaluator for the Transforming Michigan Philanthropy initiative, a multi-faceted effort to promote diversity and inclusion, with an ultimate goal of having an impact on social equity grantmaking.
- I have a long-standing interest in culturally appropriate evaluation methods, as both a funder and user.
- I also have a strong interest in systems thinking methods, and will be attending a small gathering next month convened by the Kirwin Institute to examine how systems thinking tools can be useful in understanding social equity and structural racism.

## **FSG Social Impact Advisors & Community Foundation Insights, a division of FSG**

John Kania  
Managing Director

Community Foundation Insights, a division of FSG Social Impact Advisors, was launched in 2007 with financial support from more than 30 community foundations of all sizes, as well as the Council on Foundations and the Kellogg, and Mott foundations. Its mission is to enable community foundations to make more informed decisions through benchmarking performance in order to achieve greater sustainability and community impact.

In its first two years, CF Insights has successfully developed an online database that permits members to benchmark all aspects of their operations and investment performance against a self selected set of peers. CF Insights has also taken responsibility for administering the field-wide Columbus Survey, expanding its database to include nearly all of the 700 community foundations in the U.S. In short, CF Insights is rapidly becoming the central repository for all community foundation performance data nationwide. Our goal, however, is not just to improve economic sustainability, but to strengthen community leadership and impact.

It is clear that attention to issues of racial equity and diversity has permeated the community foundation field; however, there remains a need to track and evaluate what kind of impact this shift has had and how it can be translated into learnings that can push the field forward.

While efforts have been made to collect and analyze the racial equity and diversity of community foundation boards, staff, and grant beneficiaries, we are not aware

of a resource that allows a community foundation to compare data longitudinally against a customized set of peers. As legislative pressure and calls for improved practices are directed towards the recipients of community foundation dollars, community foundations are in need of a mechanism for assessing their grantmaking using racial equity and diversity metrics.

CF Insights is considering expanding its data collection into the area of racial and gender equity. Expansion of the CF Insights database to include racial and gender data would offer community foundations a unique and unparalleled resource for accessing real-time information about their own diversity and grantmaking, as well as that of their peers.

Additionally, FSG/CFI's quantitative experience allows us to offer value-added analysis of industry trends on an ongoing basis and benchmarking reports that would allow community foundations to effectively address issues of racial equity and diversity with their boards, leading to deeper reflection and self-correction. Furthermore, enabling community foundations to learn from peers using the same set of metrics provides a motivating and effective way to bring about long-term and sustainable change.

## **Funders for LGBTQ Issues**

Karen Zelermyer  
Executive Director

Funders for LGBTQ Issues tracks foundation giving by US Foundations for LGBTQ issues and populations. Our Global Gaze report tracks funding for LGBTQ issues in the global south and east by foundations and bilateral organizations around the world. We work to educate grantmakers about the range of issues and entry points into funding LGBTQ issues and populations. Our LGBTQ Racial Equity Campaign works at the intersection of race, sexual orientation and gender identity and has, through our LGBTQ Funders Report Card on Racial Equity, reported on the policies and practices of foundations, communications, governance documents and the representation of people of color, transgender people and women on the staffs and boards of a "class" of LGBTQ foundations, setting a benchmark for future tracking and reporting. We are also tracking grantmaking to LGBTQ communities of color. We are, however, very clear on the limitations of a diversity and inclusiveness framework when the goal is a more just and equitable world and we are working to provide frameworks for grantmakers that help them to develop or deepen their understanding of structural inequities that also includes strategies for achieving a more just and equitable world.

## **Grants Managers Network**

Stephanie Duffy  
Board Co-chair

GMN is a membership organization that serves grants managers, and “improves grantmaking by leading grantmakers to adopt and incorporate effective practices that benefit the philanthropic community.” To that end, GMN wants to be engaged in discussions that impact the field as a whole, as well as keep our membership current on developing issues, changes in regulations, and suggestions for best practices.

## **GuideStar USA**

Chuck McLean  
Vice President of Research

GuideStar is currently gathering diversity data through the GuideStar Exchange platform and through its DonorEdge partnerships with community foundations in the following cities: Pittsburgh, Columbus, Kansas City, San Diego, Nashville, Orlando and Lafayette, La.

We collect ethnicity and gender data on the following:

- Governing board
- CEO or Executive Director
- Senior Management Team
- All staff

## **Chao Guo**

Assistant Professor, Department of Public Administration & Policy, University of Georgia

Chao Guo is an assistant professor of nonprofit management at the University of Georgia. Previously, he was on the faculty of the Arizona State University. He received his Ph.D. in Public Administration from the University of Southern California.

His recent research centers on the role of board governance and information technology in enhancing the effectiveness and accountability of community foundations. He proposes to understand the performance of community foundations along their dual function as both fundraisers and grant-makers; that is, performance should be indicated not only by organizational efficiency in acquiring and managing resources, but also in allocating resources to meet community needs. He then examines how board governance contributes to community foundation performance in terms of fundraising and grant-making. Moreover, he discusses the influence of information technology on organizational accountability by examining the extent to which community foundations adopt Web-based accountability practices along the dimensions of disclosure and dialogue.

In a related line of research, he approaches the issue of diversity and inclusiveness from the perspective of representation in nonprofit organizations; that is, how can nonprofit organizations effectively represent the interests of their constituents and the larger community? He proposes that organizations can enhance their representational capacity by establishing representative structures and processes through which the views and concerns of constituents are communicated and deliberated. More specifically, he identifies five representational dimensions: *formal representation* (e.g., elections and other formal arrangements), *descriptive representation* (e.g., diversity of board membership), and *participatory representation* (e.g., inclusive governance practices) are different means of achieving *substantive representation* and *symbolic representation*; the latter being measures of the extent to which organizations “act for” and “stand for” their constituencies.

In addition to his teaching and research responsibilities, Guo is actively involved in professional and community service activities. He has consulted with various nonprofit organizations—most recently with the Athens Area Community foundation—on board governance and leadership.

## **Horizons Foundation**

Roger Doughty  
Executive Director

San Francisco-based Horizons Foundation has engaged in work around diversity in philanthropy since its founding in 1980. At that time, there was no place in philanthropy for lesbian, gay, bisexual, and transgender (LGBT) people; foundation support for LGBT issues was non-existent. Horizons has long made diversifying the field with respect to LGBT people and LGBT issues one of its central goals. Within the LGBT community itself, the foundation has affirmatively supported scores of nonprofits dedicated to parts of our community that historically have been most seriously underserved, including people of color, women, and transgender people. In more recent years, Horizons has been active in the California debates sparked by AB 624 and in the national Diversity in Philanthropy Project.

Horizons has undertaken several research projects, including:

- A multi-phase study of levels of and motivations for giving in the LGBT community, released in 2008
- A research paper (“white paper” kind of thing) on grants made to LGBT issues and organizations by (non-LGBT) foundations in California
- Another research paper dismantling the “myth of LGBT affluence”



## ***Independent Sector***

Nadine T. Jalandoni  
Director, Research Services

Advancing Diversity and Inclusion—IS continues to monitor issues related to diversity and inclusion and, through ongoing research, has gathered significant resources on diversity promotion and practice. To stay current with efforts in the foundation community, we remain connected with the research efforts of the Diversity in Philanthropy Project. We are also exploring the possibility of establishing working relationships with other organizations to support and advance research on diversity within and among public charities.

## ***James Irvine Foundation***

Kevin Rafter  
Special Assistant to the Vice President for Programs

The Irvine Foundation is one of four foundations sponsoring the Urban Institute's study of racial/ethnic diversity within the California nonprofit sector. This study is one part of our commitment to addressing the issues raised by proposed legislation last year (AB624). Another part of that commitment is our participation in the Community Leadership Project ([communityleadershipproject.org/](http://communityleadershipproject.org/)), a multimillion-dollar initiative to strengthen grassroots organizations that are led by or serve low-income people and communities of color in parts of Northern California. Internally, the foundation has also begun asking our grantees to report the racial/ethnic and gender diversity of their staff, board, and executive director.

## ***Marga Incorporated/Race & Equity in Philanthropy Group***

Cynthia Jones  
Chief Executive Officer

Marga Incorporated staffs and facilitates the Race & Equity in Philanthropy Group which transforms foundation systems, services, and practices, understanding that these encompass programs that are critical to creating racial equity in numerous community and individual outcomes. Our individual members are considered change agents within their foundations and within the field of field philanthropy, moving their individual foundations and influencing others. They work to improve foundation systems, services, and practices through grantees, vendors, investments, employees, and technology, increasing their capacity to invest in communities of color. Their experiences and work provide examples, tools, and support to others who wish to create internal systems and cultures that better serve communities of color. It also provides these resources as ways to approach other

areas of diversity. Marga Incorporated is a philanthropic consulting firm strengthening partnerships and philanthropic initiatives through research and strategic guidance. Diversity is one of our guiding principles and a key element that repeatedly emerges in our efforts to build philanthropic partnerships.

## ***Mary McDonald, Ph.D.***

Assistant Professor, School of Leadership and Education Sciences, University of San Diego

I am involved with this topic as both a researcher and as a teacher. I have been an evaluator with the Transforming Michigan Philanthropy Initiative from its inception and was part of the team that designed and conducted a demographic survey of the Council of Michigan Foundation's membership, board and staff. I incorporate discussions of philanthropic diversity in my graduate courses.

## ***National Committee for Responsive Philanthropy***

Aaron Dorfman  
Executive Director

NCRP is doing significant work that relates to diversity in philanthropy. In March 2009 we released *Criteria for Philanthropy at Its Best*, a set of four criteria and ten benchmarks we believe, if followed, will help foundations become more responsive and impactful. Two of the benchmarks relate directly to diversity in philanthropy. The first is our recommendation that grantmakers devote at least 50 percent of grant dollars for the intended benefit of vulnerable or marginalized communities, broadly defined. The second is our recommendation that boards of grantmaking institutions include at least five persons and a diversity of perspectives. In addition to promoting the criteria and these two diversity-related benchmarks, we also get invited to speak and write about diversity issues and do so regularly.

We also try to walk our talk on diversity issues. Here is our diversity statement from our website: "NCRP values diversity and knows that maintaining a diverse staff and board makes us a stronger, more effective organization. People of color comprise 80 percent of the staff management team, 50 percent of the entire staff, and 50 percent of the board of directors. Women comprise 60 percent of the management team, 70 percent of the entire staff, and 50 percent of the board of directors. People who are openly gay, lesbian, bisexual or transgendered comprise 20 percent of the management team, 10 percent of the entire staff, and 11 percent of the board."

## **Northern California Grantmakers**

Colin Lacon  
President and CEO

In 2007, NCG launched the Diversity in Philanthropy Initiative in partnership with Southern California Grantmakers (SCG) and San Diego Grantmakers (SDG). While NCG has long considered diversity to be a fundamental topic for consideration by the philanthropic sector, this Initiative is intended to help foundations understand diversity-related concerns within the field and the impact on the nonprofit sector at-large. As communities become more diverse, foundations face a growing need to assess the continuing relevance of their programmatic objectives. How are foundations identifying and addressing the emerging challenges associated with increasing diversity?

The goal of NCG's Diversity Initiative is to provide a continuum of research, resources, and grantmaker education programs that advance the understanding and practice of diversity in philanthropy. The Initiative is part of NCG's effort to increase philanthropy's visibility, capacity, and effectiveness in civil society; to build grantmaker effectiveness and advance best practices; and to foster collaborations and other creative ways for foundations to work together to better address critical needs in our region. To this end, NCG aspires to provide the regional field of philanthropy with leadership and learning opportunities aimed at increasing accountability and impact.

Our rationale and thinking: As the demographic realities of California's communities, and the organizations that serve them, have evolved, NCG recognizes the need to help philanthropy consider ways in which it can take a leading role in building and sustaining nonprofit leadership capacity. Specifically, NCG and its members have identified a need to strengthen the leadership capacity among nonprofits that serve communities of color.

One of NCG's priorities for 2009 is to provide support to its members as they seek ways in which to build nonprofit capacity in communities of color. NCG's 2009 work plan calls for hosting education and awareness-building programs to discuss best practices and strategic approaches to strengthening nonprofits and communities of color. NCG will develop briefings that highlight best practices amongst our members, and professional education programs which offer innovative tools and strategies that incorporate a diversity lens in foundation operations and grantmaking.

## **Francie Ostrower**

Professor, Lyndon B. Johnson School of Public Affairs and Department of Theatre and Dance, University of Texas at Austin

My research has addressed diversity within the context of studies of philanthropy, governance, and cultural participation. The issues relating to diversity I've examined can be grouped broadly under the following themes: 1) The relationship between individuals' multiple sources of identity (class, ethnic/racial, gender) and their philanthropy involvement, 2) Diversity on boards—its extent sources, and consequences; 3) Diversity of audiences/clients and their correlates.

## **Philanthropic Initiative for Racial Equity**

Lori Villarosa  
Executive Director

The Philanthropic Initiative for Racial Equity (PRE) is a multiyear initiative intended to increase the amount and effectiveness of resources aimed at combating institutional and structural racism in communities through capacity building, education and convening of grantmakers and grantseekers. Since its inception in January 2003, PRE has directly engaged hundreds of foundation representatives (including program staff, management, board members and individual donors) in discussions of racial equity and, in particular, how they can advance the mission of achieving racial equity through their own philanthropic institutions. It is a project of the Tides Center.

PRE has created several resources in partnership with other organizations that are aimed at strengthening philanthropy's awareness, competency or commitment on issues of racial equity. These include the *Guide to Grantmaking with a Racial Equity Lens* (in partnership with GrantCraft), *Critical Issues Forum, Vol. 1: Measuring What We Value* (featuring a variety of writers), and *Catalytic Change: Lessons Learned from the Racial Justice Grantmaking Assessment* (in partnership with Applied Research Center). These are all available to download free via our website [www.racialequity.org](http://www.racialequity.org). Additional essays from Vol. 2 of our Critical Issues Forum on capacity-building are available online only. This year, in addition to continuing to present and work with funder networks utilizing the aforementioned resources, PRE is working on a series of meetings and new publication focused on evaluating racial justice efforts, particularly those aimed at addressing structural racism.

We generally do not use the language of diversity, which often has an imprecision that enables speakers or listeners to interpret it as they wish, and in some respects, can undermine the advancement of the racial and social justice issues some of us seek to advance.

However, we do actively recognize the critical importance of intersectionality of race and many other issues such as gender, sexual orientation, income, ability, or national status. PRE partners extensively with Funders for Lesbian and Gay Issues, and recognizes that multi-issue lens are both critical AND complex, calling for greater depth and nuance in the various realms, --not less -- as can too often be the case with diversity approaches. For similar reasons of clarity in communication and mission, we have tried to move away from the language of “effectiveness,” and instead try to specify the value of a racial equity lens to increase impact and improve outcomes for communities of color, as well as society more broadly.

PRE is directed by Lori Villarosa, who has worked within the field of philanthropy for more than 18 years. Prior to launching PRE, Lori was a program officer with the C. S. Mott Foundation, where she worked closely with numerous organizations operating at local, regional, national and international levels from a diverse range of approaches. She began working at Mott in 1991 and was instrumental in developing the Foundation’s U.S. Race Relations grantmaking portfolio, focusing on addressing institutional racism and building appreciation of racial and ethnic diversity. Until her departure in 2002, she was responsible for ongoing strategic planning, program development and evaluation of more than \$24 million in new grants. Her portfolio covered a broad spectrum of community-based, academic, advocacy and research efforts at a time when a number of new approaches were emerging due to the changing demographics and post-Civil Rights Movement redefining of racial equity work.

Lori frequently serves as an advisor or presenter on a range of issues related to racial justice, intergroup relations, and philanthropy. She has worked closely with a broad range of grantmaking institutions including national, international, community, corporate, family, and progressive membership foundations. She currently sits on a number of boards, including the Winthrop Rockefeller Foundation, which focuses on economic development; education, and economic, social and racial justice throughout Arkansas; and the Paul J. Aicher Foundation. She is a recent former board member of the Social Justice Fund-NW. She currently serves on the Program Committee of the Association of Black Foundation Executives and is a member of Hispanics in Philanthropy and Asian Americans/Pacific Islanders in Philanthropy, whose board she served from 1997 through 2002, including as Chair in 2000–2002.

## **Philanthropy New York**

Ronna Brown  
President

For Philanthropy New York, the importance and value of diversity is explicitly recognized as critical in our mission and values statement. Established in 1979 by New York City-based foundations, Philanthropy New York exists to strengthen the capacity of grantmaking organizations to fulfill their respective missions effectively and efficiently.

We believe that a philanthropic organization’s commitment to diversity is critical to ensuring its effectiveness and impact. Inclusive and transparent organizational practices are a key component to realizing this commitment, regardless of organizational structure, mission, or capacity.

To more deeply and broadly address the issue of diversity, Philanthropy New York’s Board of Directors created the Increasing Diversity in Philanthropy Committee (IDP) in 2000. Since then, the IDP Committee has addressed concerns raised by Philanthropy New York members, presented programs with experts and foundation leaders, developed tools, and assessed and presented pertinent reports.

Two years ago, Philanthropy New York realized that our work on diversity had proceeded ungrounded by any research-based knowledge about the racial and ethnic demography of New York-area nonprofits and foundations, their institutional data, and organizational capacities. Partnering with the Foundation Center, we created two surveys, one of which we sent to philanthropic organizations (including all Philanthropy New York members) and the other to nonprofit organizations in the New York metropolitan area. Surveys were mailed and responses collected between October 2008 and February 2009. A report on the findings, *Benchmarking Diversity: A First Look at New York City Foundations and Nonprofits*, was released in October 2009.

## **Robert Wood Johnson Foundation**

Debra J. Perez  
Senior Program Officer, Research and Evaluation

Diversity and inclusion are core values of the Robert Wood Johnson Foundation, reflected in our Guiding Principles. We value differences among individuals across multiple dimensions including, but not limited to, race, ethnicity, age, gender, sexual orientation, physical ability, religion and socioeconomic status. We believe that the more we include diverse perspectives and experiences in our work, the better able we are to help all Americans live healthier lives and get the care they need. In service to our mission, we pledge to promote these values in the work we do and to reflect on our progress regularly.

New Connections: Increasing Diversity of RWJF Programming is a national program of the Robert Wood Johnson Foundation (RWJF). New Connections is designed to expand the diversity of perspectives that inform RWJF programming, introduce new researchers and scholars to the Foundation, and help meet Foundation staff needs for data analysis and evaluation that measures progress towards program objectives. Since 2006, New Connections has awarded over 50 grants through its annual Call for Proposals (CFPs) and in collaboration with other RWJF national program offices such as Healthy Eating Research and Active Living Research. We are proud to have supported some of the best talent in the research and evaluation fields. Since the program's launch, approximately \$3 million has been awarded to grantees whose backgrounds are as broad and varied as their research projects. They are educators, advocates, and community leaders. But most importantly, they are as passionate as they are talented. New Connections believes that high quality research and evaluation that addresses the nation's health and health care problems demands diverse perspectives. Through an annual Call for Proposals (CFP), New Connections provides up to thirteen \$75,000 grants per year to support Junior Investigators and more senior Consultants to address specific research questions and program evaluation needs as posed by RWJF program teams. New Connections grantees receive support from New Connections program staff and an RWJF liaison as they complete their projects. [81]

New Connections' career development and mentoring efforts take place throughout the year. We hold an Annual Symposium in the Summer and Annual Research and Coaching Clinic in the Fall that bring together diverse, early- and mid-career professionals and senior scholars and researchers for training and mentoring opportunities. Highlights of the Annual Symposium include scientific sessions and a Speed Mentoring event whereas examples of sessions from the Annual Research and Coaching Clinic are writing and communication strategy workshops. Training and mentoring opportunities can benefit early- and mid-career professionals by enhancing their skill sets and facilitating career development at their individual institutions.

### **Rockefeller Brothers Fund /The Pocantico Center**

Judy A. Clark

Associate Executive Director

The Pocantico Center of the Rockefeller Brothers Fund is managed and used for the purpose of serving the common good locally, nationally, and globally in creative and innovative ways that are consistent with Rockefeller family philanthropic traditions and that further the missions

and reflect the values of the Rockefeller Brothers Fund and the National Trust for Historic Preservation. It is a place where the RBF's history and legacy intersect with its future through three major program areas:

- conferences related to RBF & Pocantico Center's mission
- public programs that are compatible with the Rockefeller family and their philanthropic traditions and that contribute to the RBF and Pocantico Center program goals.
- stewardship of the historic buildings, grounds and gardens, and fine and decorative arts in support of the program goals of the National Trust and the RBF.

Applying the diversity/inclusion lens to all of the RBF programs at Pocantico will not only help us understand and engage underserved communities more effectively, but will also help us refine our work and our strategies as the Pocantico estate continues to transition from private to public uses.

### **Rockefeller Brothers Fund**

Michael J. Klompus

Director of Human Resources

The RBF continues to work towards creating an environment that is committed to the ideal that diversity adds value to the entire Fund by recognizing, appreciating, valuing and utilizing talents and contributions of all individuals. The RBF's culture is one that honors the uniqueness of each person and embraces diverse backgrounds, values, and points of view. We continue striving to cultivate an inclusive atmosphere that elicits the best in each and every individual associated with the RBF, and encourage diverse ideas and the people that they come from.

Broadly speaking, the RBF's HR efforts are focused on a moral/social component, which involves recruiting, hiring and promoting staff in ways that are fair, equitable and supportive of minorities that have been historically excluded at various levels of institutional philanthropy. In addition, we have placed emphasis on diversity in terms of our effectiveness as an organization, including ensuring that our systems as fair, consistent and transparent as they could be to affect an open environment where every staff can and does contribute to the RBF's mission.



## **Rockefeller Brothers Fund**

Hope Lyons  
Director of Grants Management

The Rockefeller Brothers Fund promotes social change that contributes to a more just, sustainable, and peaceful world. The RBF's grantmaking is organized around three themes: Democratic Practice, Sustainable Development, and Peace and Security. Though the Fund pursues its three program interests in a variety of geographic contexts, it has identified several specific locations, 'pivotal places', on which to concentrate cross-programmatic attention. The Fund currently works in three pivotal places: New York City, Western Balkans, and Southern China.

The RBF supports knowledge creation, technical assistance, and advocacy to inform public policy development. The RBF also supports constituency building among communities of place and communities of interest internationally, nationally, regionally, and locally, to press for social or systemic change, often by working to influence public policy or, increasingly, to encourage important change in business practices. We are currently in the process of assessing how to best define diversity as it relates to our grantmaking and better understand how diversity can enable us to be more effective in achieving our grantmaking goals.

## **The Rockefeller Foundation**

Bonnie Rivers  
Grants Specialist

The Rockefeller Foundation, headquartered in New York City, operates within the United States and around the world with regional offices in Nairobi, Kenya and Bangkok, Thailand, as well as a conference center in Bellagio, Italy. The Foundation continually strives to be as inclusive as possible and to fund a diverse array of organizations and projects to benefit poor and vulnerable populations.

Internally, the Rockefeller Foundation aims to attract and retain a diverse and talented work force, with experience in a broad array of global and domestic issues, who understand multiple perspectives and who can access a broad range of networks. Along with these essential skills and experience, the foundation takes a proactive position in recruiting people from a wide-range of backgrounds. Recruitment and staffing change plans are continually evaluated for impact on individuals and on the organization's composition. Broad and inclusive sourcing and recruiting processes are part of our practice and value, and the Foundation continues to demonstrate strong diversity in employment of women and minorities, with highly competitive percentages against peer benchmarks.

## **Rockefeller Philanthropy Advisors**

Jessica Chao  
Vice President

Over the last five years, Jessica Chao, vice president of RPA, developed a portfolio of projects and services related to diversity in the philanthropy. These evolved from her work prior to coming to RPA and in collaboration with a number of foundations interested in this work.

- *Cultures of Giving*: on behalf of the W.K. Kellogg Foundation, conduct research on diversity funds, design and implementation of \$3.5 million grant program to build the capacity of diversity funds to engage diverse donors on behalf of community causes. This program not only connects with 22 grantees, but also a network of diversity funds and organizations working in community philanthropy.
- *Diversity in Philanthropy Project*: Jessica Chao is a member of the Executive Committee and leads a team that facilitates the inclusion of diversity funds and their respective diverse donors as part of the overall diversity initiative. Through support from this collaborative funding network, RPA has gathered an inventory of 355 diversity funds that outlines their economic and program impact. RPA also held four webinars attended by 80 and polled 85 through an online survey to ascertain the needs of the community philanthropy field to build their capacity and what they would find most useful in a national grant program.
- *Diversity Publications*: under a grant from the Charles Stewart Mott Foundation, RPA researched and issued three publications. One offered an overview of the progress of diversity in foundations over a 25 year period including data from the Council on Foundations and the Foundation Center. Two of the publications collectively featured essays by 12 CEOs or trustees of foundations nationwide including Sterling Speirn of the Kellogg Foundation, Robert Ross of The California Endowment, Gilbert Casellas of the Dell Corporation, Terry Mazany of the Chicago Community Trust and Mary Mountcastle of the Babcock Foundation among others. The second publication also included an overview of empirical studies that tracked the connection between diversity and effectiveness in the business sector.
- *Rockefeller Brothers Fund*: leading a team of consultants including Mary Ellen Capek and Larry McGill, RPA conducted an internal

diversity assessment of the foundation's board, staff, grantmaking and institutional culture. This project included a series of educational workshops, interactive planning sessions and ongoing presentations of interim findings to all staff and board. It culminated in the institutionalization of the diversity project and the formation of three workgroups to carry on the implementation.

Prior to her tenure at RPA, Jessica Chao also conducted research on diverse donors including numerous interviews of donors of color across the country and published articles on this research for the Council on Foundations, ARNOVA, Foundation News, etc. She also launched and led the Coalition for New Philanthropy, a collaborative among three diversity funds, two mainstream service organizations and a university-based research center.

### ***The Urban Institute—Center on Nonprofits and Philanthropy***

Carol J. De Vita, Ph.D.  
Senior Research Associate

Racial and ethnic minorities are fast becoming a larger share of the U.S. population and are expected to become the nation's majority population within the next 35 years. But in California, the future has already arrived. California is in the forefront of this demographic transition, and "minorities" now account for the majority of Californians.

Non-Hispanic whites continue to be the single most common racial-ethnic group in the state (43 percent of California's population), but one in three Californians is Latino (36 percent), one in eight is Asian American (13 percent), and one in fourteen is African American (7 percent). And while California as a whole is diverse, there is enormous variation in the patterns of racial-ethnic diversity among the regions of the state. Some regions, such as the North Coast and Sacramento, have a majority non-Hispanic white population, while in the Los Angeles and the Inland Empire areas, 60 percent or more of the residents are people of color.

How is California's nonprofit sector responding to this demographic change? Are people of color in leadership positions? Do they head large organizations? Small organizations? Particular types of organizations? Do they sit on boards of directors? Are they part of senior

management teams? Are organizations led by people of color faring differently during these difficult economic times than nonprofits led by non-Hispanic whites?

To answer these questions, the Urban Institute, with its partners Daylight Consulting Group and the Social and Economic Sciences Research Center at Washington State University, conducted a survey in Spring 2009 of a random sample of 501(c)(3) organizations in California, stratified by region, type and size of organization. The analysis will provide information on a number of issues related to diversity in the sector, such as:

- What percentage of nonprofits is led by people of color?
- What percentage of nonprofit boards is comprised mainly of people of color (i.e., more than 50 percent of board members are of color)?
- What percentage of nonprofit staff is comprised mainly of people of color (i.e., more than 50 percent of staff are of color)?
- To what extent do these measures vary by region within California?

The study will provide both an overview and a baseline for understanding diversity in California's nonprofit sector. It provides a starting point from which to follow diversity trends over time, and delve more deeply into specific topics related to diversity in the nonprofit sector. Results of the study are expected to be available in Fall 2009. Financial support for the study is from the California Endowment, James Irvine Foundation, William and Flora Hewlett Foundation, and Lucile Packard Foundation.



