

Building Nonprofit Capacity to Achieve Racial Equity...and Equality



*Promising Practices from the African American
Nonprofit Leaders, Richmond, VA*

Presented at the ASPA (American Society for Public Administration) Conference
Jacksonville, FL- March 21, 2022

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Presentation Topics



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- ❧ Discussion



☞ My introduction:

- ☞ Associate Professor -
University of South
Carolina Beaufort -
Department of Public
Health & Human Services;
Department of Humanities
& Social Sciences
- ☞ PPA - L. Douglass Wilder
School of Government and
Public Affairs - VCU,
Richmond, VA
- ☞ Pracademic - 14 years of
public administration
leadership, including
Director of Capacity
Building at the Cameron
Foundation; participatory
action research approach
- ☞ Sustainable Micro-farmer -
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Session Objectives



- ☞ Identify and understand the historical and contemporary context of the nonprofit sector
- ☞ Identify connections and interactions between the nonprofit sector, public administration, and the democratic process
- ☞ Apply promising practices related to strategic planning and implementation for long-term racial equity work

About AANL



Background:

- 2012...a conversation about a safe space
- 2020...a plan and response
- 2022...action and accountability

Mission - *social justice and collective impact from the nonprofit sector*

Vision - *sustained equitable social, cultural, and economic solutions in the communities we serve*



AANL Strategic Plan Summary

Mission

African American leaders committed to social justice and collective impact from the nonprofit sector.

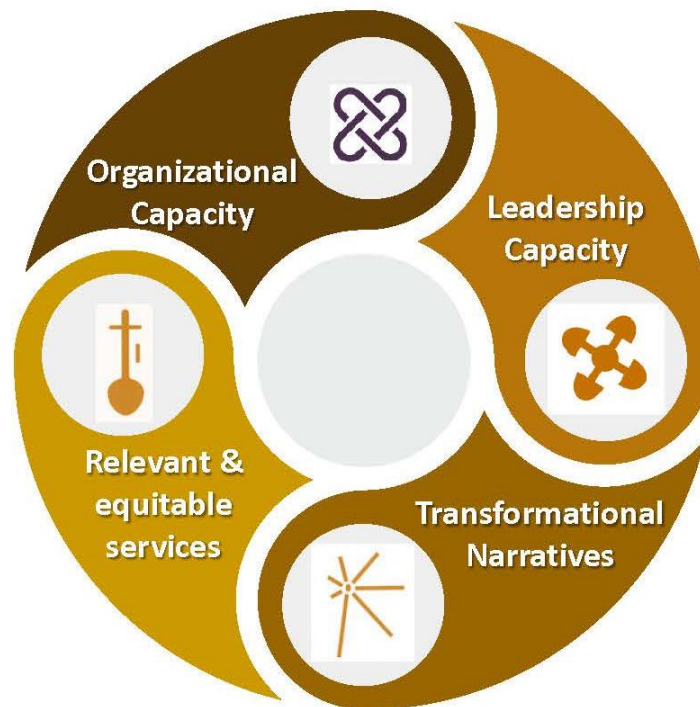
Vision

Equitable social, cultural and economic solutions in the communities we serve.

Values

- Cultural context
- Historical context
- Asset approach
- Self-determination
- Mutuality
- Equity
- Responsiveness
- Agility
- Self-care

STRATEGIC PLAN 2021-2023



Organizational Capacity

Enhancing AANL's ability to take advantage of opportunities and respond effectively to challenges as an organization.

Leadership Capacity

Increasing community impact by supporting, mentoring, and increasing African Americans in nonprofit leadership roles.

Transformational Narratives

Eliminating use of deficit-oriented narratives concerning African American leaders and the communities we serve.

Relevant & Equitable Services

Aligning with relevant issues and serving communities using equity as a tool and equality as a guidepost.

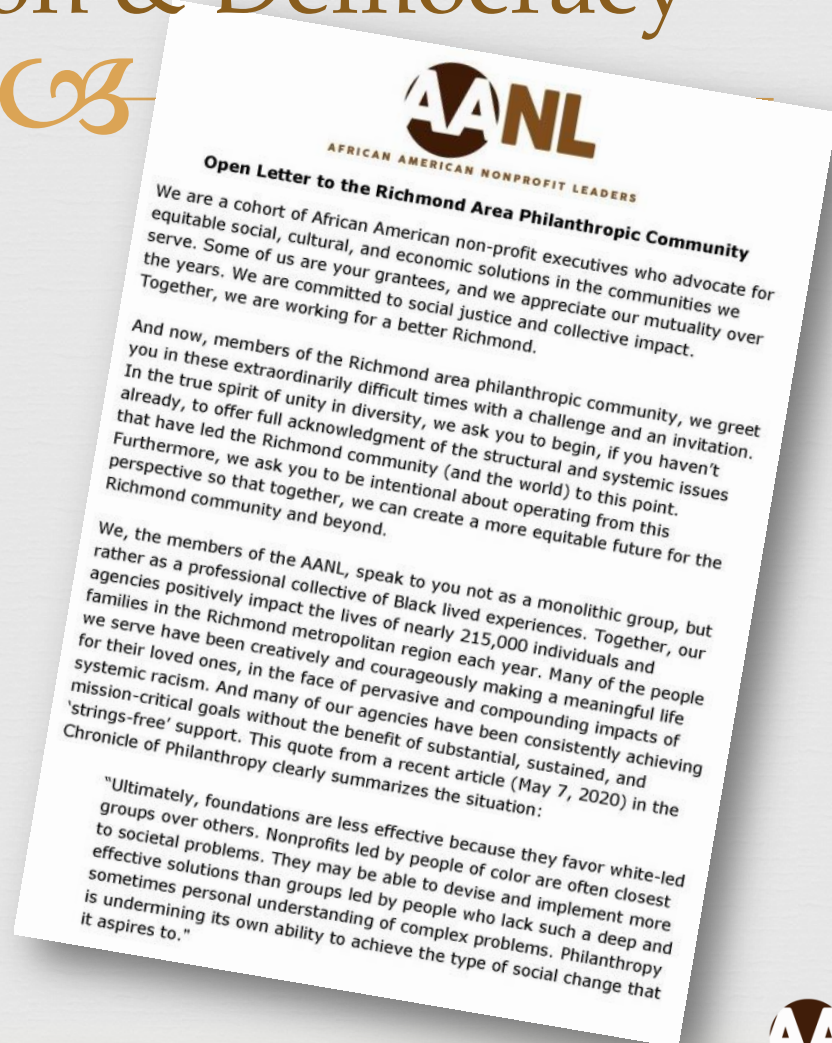


AFRICAN AMERICAN NONPROFIT LEADERS

Context: the Nonprofit Sector, Public Administration & Democracy



“...collaboratively achieve meaningful, equitable, sustained improvements in housing, workforce development, education, cultural arts, health care, law enforcement and political representation.”

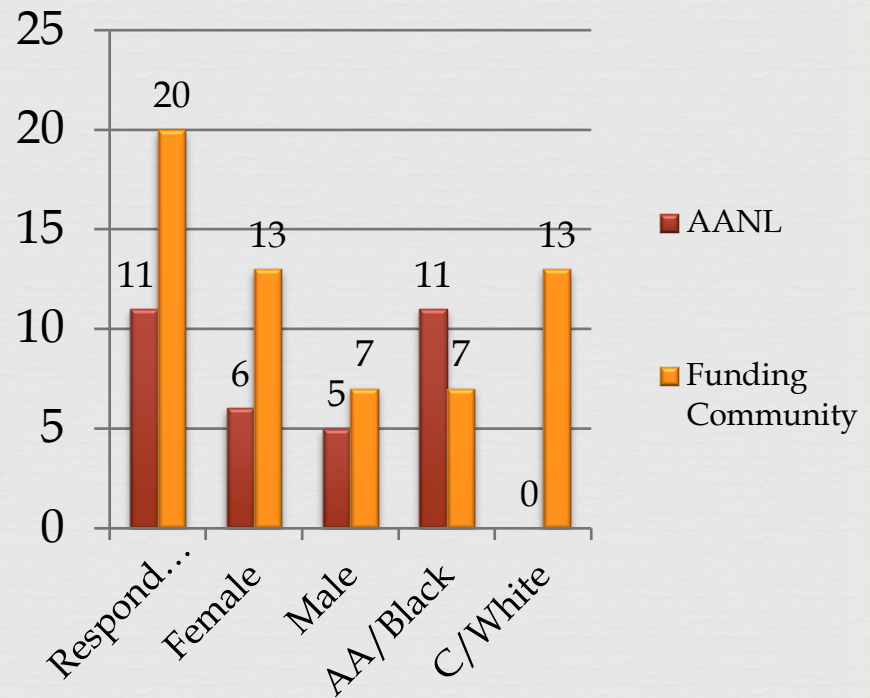


Context...

Summary of Pre-Assessment Results



- ☞ Gauge general awareness and perspectives:
 - ☞ Sample of research-based questions, *no 'right/wrong' answer*
 - ☞ 3 sets of questions, related to 3 AANL principles
 - ☞ Self-reported, scores for discussion and evaluation purposes



Click here for a link to the [pre-assessment](#); click here for a link to the [pre-assessment results dashboard](#).

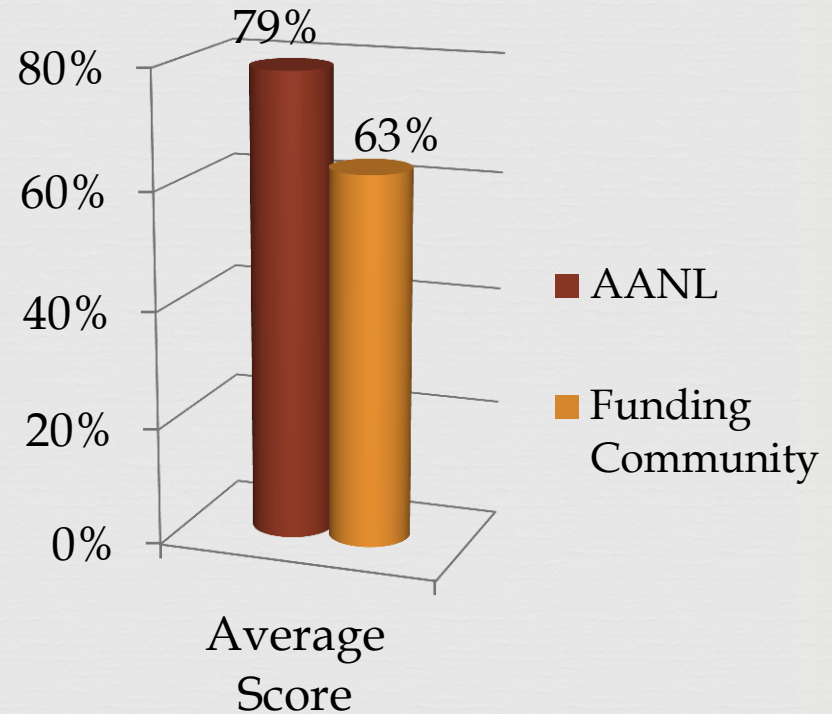
Context...

Summary of Pre-Assessment Results: *initial observations*



Initial observations:

- Respondents as a whole share similar levels of awareness in many areas
- Clear differences in average AANL and Funding Community awareness and agreement for some questions



Context...

Summary of Pre-Assessment Results: *some differences*



Questions	AANL Respondents (Percent 'aware' or 'very aware'; 'agree', 'strongly agree')	Funding Community Respondents (Percent 'aware' or 'very aware'; 'agree', 'strongly agree')
Q9. <i>Often a small grant will be offered to a nonprofit led by a person of color that created an innovation, to go teach a white-led group awarded a major grant on how to adopt the innovation.</i>	72.73%	42.11%
Q17. <i>There is a widely-held stereotype that people of color lack basic financial sense.</i>	100%	52.64%
Q19. <i>The current racial disparities in nonprofit leadership and philanthropic leadership help to reinforce the notion that some people are saviors and others are there to be saved.</i>	90.91%	57.90%

Context...

Summary of Pre-Assessment Results: *some similarities*



Questions	AANL Respondents (Percent 'aware' or 'very aware'; 'agree', 'strongly agree')	Funding Community Respondents (Percent 'aware' or 'very aware'; 'agree', 'strongly agree')
Q1. <i>A markedly larger percentage of people of color reported that they lack role models at their job.</i>	90.91%	89.48%
Q3. <i>When asked, "Are you interested in becoming an executive director/CEO of a nonprofit someday"—more than 50% of candidates of color said yes. That's actually 10% more than their white counterparts.</i>	45.45%	36.84%
Q8. <i>Leaders in the nonprofit and philanthropic sectors must acknowledge the historical building of collective wealth and access that happened during the periods of enslavement and segregation, in order to help more people understand contemporary systemic inequity and their roles within the system.</i>	100%	94.74%

Listening, Learning



- ❧ Listening Session Series (*34 average # participants*):
 - ❧ **August** – pre-assessment results, discussion of session objectives
 - ❧ **September** - Support and strengthen the capacity of African American non-profit leaders
 - ❧ **October** - Align with relevant issues and communities served in a manner that is equitable
 - ❧ **November** - Shift the deficit-oriented narratives about African American leaders and the communities we serve
 - ❧ **December** – Series recap, setting the agenda for 2021

Listening, Learning: *Leadership Capacity*



❧ Principle 1 - *Support and strengthen the capacity of African American non-profit leaders:*

- ❧ Increase hiring & retention of African Americans in CEO positions at nonprofits in the region
- ❧ Increase # of African Americans on nonprofit boards and those elected in officer positions and/or holding leadership roles on those boards
- ❧ Increase the financial independence of African American-led nonprofit organizations



Listening, Learning: *Shifting Deficit Narratives*



☞ **Principle 3: *Shift the deficit-oriented narratives about African American leaders and the communities we serve:***

- ☞ Articulate 4-5 key messages/ points for framing how we describe AANL in ways that reflect asset-based language to internal and external audiences
- ☞ Articulate 4-5 key messages/ points for framing how we describe individuals, families and communities that AANL organizations serve in ways that reflect strengths to internal and external audiences
- ☞ Increase awareness within the funding community in ways that reduce stereotypes (perceived or actual) about African Americans and money management, and increase overall grants made to AANL organizations



Lessons Learned



- ❧ Proceed with intentionality... and grace
- ❧ Create a safe space to normalize difficult conversations
- ❧ Survey results demonstrate key commonalities and differences in awareness/agreement about racial equity in the sector
- ❧ Different perspectives, gaps in understanding = **opportunity for collaboration**
- ❧ Foundations are very different, and their boards vary in terms of overall orientation towards racial equity work
- ❧ Leaders and organizations represented by AANL are also very different; their organizational missions vary in terms of overall focus on racial equity work
- ❧ There is a real opportunity to engage in deeper learning/education around issues of justice, equity, diversity and inclusion

Guiding Equity: Guidance for Funders



❧ Description:

- ❧ *Pushing the definition of equity beyond comfortable boundaries*
 - ❧ *Developing recommendations to incorporate in regular funding decisions, reporting metrics and overall communications*
 - ❧ *Directing efforts in terms of working with (not for) communities we serve*
- ❧ Discussion & refinement
- ❧ Commitment

Guiding Equity : Racial Equity Report Card

☞ Description:

- ☞ *Leverage work by national, regional and local entities in terms of racial equity in the nonprofit sector*
- ☞ *Identifying metrics and measurements related to board and staff diversity, equity-focused funding, equity-focused initiatives, advocacy activities*
- ☞ *Developing data collection, analysis and annual reporting process*

☞ Discussion & refinement

☞ Commitment



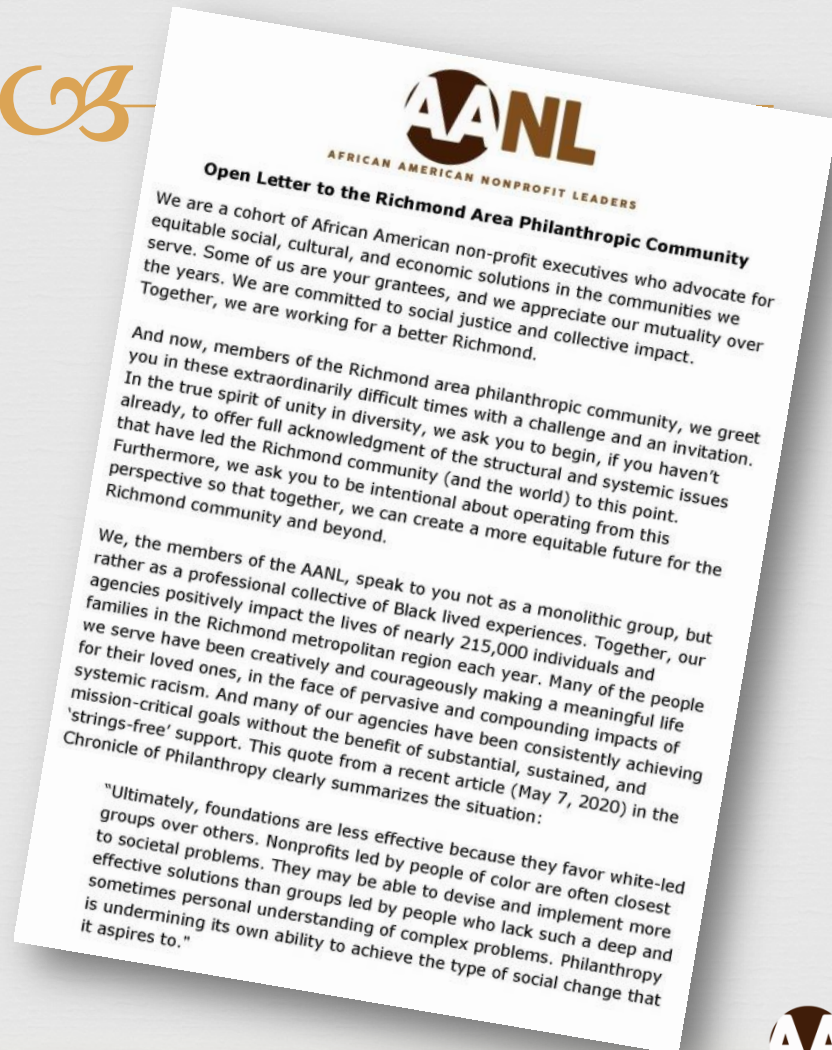
The image shows a 'RACIAL JUSTICE REPORT CARD' form. The form has a title 'RACIAL JUSTICE REPORT CARD' at the top. Below the title, there is a small paragraph of text: 'The Racial Justice Report Card is a tool developed by AAANL to help nonprofits assess their racial equity work. The form is designed to be used by nonprofits to assess their racial equity work. The form is designed to be used by nonprofits to assess their racial equity work.' The form is divided into two main columns: 'METRIC' and 'GRADE & NOTES'. The 'METRIC' column lists 15 items: 1. LRM REPRESENTATION, 2. ANTI-RACISM TRAINING, 3. LRM RECOGNITION, 4. LRM RECRUITMENT, 5. LRM LEADERSHIP, 6. ANTI-RACIST CURRICULUM, 7. DISCRIMINATION REPORTING, 8. LRM GRADE DISPARITY, 9. LRM SUPPORT/RESOURCES, 10. CAMPUS POLICING, 11. MARGINALIZED PATIENT PROTECTION, 12. EQUAL ACCESS FOR ALL PATIENTS, 13. IMMIGRANT PATIENT PROTECTION, 14. STAFF COMPENSATION & INSURANCE, 15. ANTI-RACISM IRG POLICIES. The 'GRADE & NOTES' column is empty. At the bottom of the form, there is a section for 'OVERALL GRADE'.

METRIC	GRADE & NOTES
1. LRM REPRESENTATION	
2. ANTI-RACISM TRAINING	
3. LRM RECOGNITION	
4. LRM RECRUITMENT	
5. LRM LEADERSHIP	
6. ANTI-RACIST CURRICULUM	
7. DISCRIMINATION REPORTING	
8. LRM GRADE DISPARITY	
9. LRM SUPPORT/RESOURCES	
10. CAMPUS POLICING	
11. MARGINALIZED PATIENT PROTECTION	
12. EQUAL ACCESS FOR ALL PATIENTS	
13. IMMIGRANT PATIENT PROTECTION	
14. STAFF COMPENSATION & INSURANCE	
15. ANTI-RACISM IRG POLICIES	
OVERALL GRADE	

Guiding Equity: 'The Big Ask'



Disseminated Open Letter to funding community recommending specific actions for racial equity in the sector: (1) *increase of annual payout rate and establishment of a Black-led nonprofit fund;* (2) *provision of multi-year general operation support;* and (3) *supporting systems-change work towards ending structural racism.*



Progress, Pain & Perseverance

- ❧ Continued support for AANL
- ❧ Richmond Memorial Health Foundation shift
- ❧ Reductions in funding for some members; some shifting away from funding racial equity
- ❧ Sharp change in legislative priorities
- ❧ Continuing work in the COVID context
- ❧ Reductions in funding for some members; some shifting away from funding racial equity
- ❧ Sharp changes in legislative priorities

Questions? Answers.



Concluding thoughts, confirming next steps.

<p>*Develop a list of needs (assuming data) that would be helpful on foundation application. Annette will review what GuideStar can pull so we are not overburdening NPOs.</p>	<p style="text-align: center;"><u>Thinking and working in our sector.</u></p> <p>Possible Report Card Indicators, data from/about grantees</p> <ol style="list-style-type: none"> 1. Executive and staff demographics 2. Board leadership demographics (<i>the team</i>) 3. JEDI specified in mission, program areas? 4. Governance - officers & committee chairs (<i>the QB & coaches</i>) 5. Organizational practices (recruitment, hiring, compensation, succession planning, contracting/vendors/consultants)... 6. Communications (asset-based marketing, accepts non-traditional feedback from target population) 7. Impact/evaluation/accountability – asset-based language used in reporting, focus is on transformation and systems change
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Follow-up Questions	AANL Response
	<p>Possible Report Card Indicators, data from/about funders</p> <ol style="list-style-type: none"> 1. Executive and staff demographics 2. Board leadership demographics (<i>the team</i>) 3. Specific JEDI program areas? 4. Governance - officers & committee chairs (<i>the QB & coaches</i>) 5. Organizational policies (recruitment, hiring, compensation, succession planning, contracting/vendors/consultants) 6. Communications (non-traditional feedback, asset-based - RFP/applications do not require grantees to focus on the negative aspects of communities and people served – focus is on the <i>under-developed assets and resources</i> instead of <i>needs</i>) 7. Impact/evaluation/accountability - total giving, trends & types (general operating/multi-year/advocacy/leadership development; strategic efforts to influence and transform donor-advised funds to support Black-led organizations)

Additional Notes & Recommendations:

1. Responses to the selected indicators should be required for all grantees, not optional
2. More discussions may be needed to determine how these indicators are operationalized
3. This data should be collected, analyzed and reported on every two years
4. The data should also be tracked internally by foundations on a more regular basis (for example, if the board diversity for an applicant is low one year, then during the year's application, the due-diligence process should include follow-up questions about progress being made by the applicant on board diversity)
5. We strongly encourage that, once the Equity Report Card is developed, funders should commit to using it as a decision making tool in the future, and especially to strategically support Black-led organizations over the long-term.

Exhibit

AANL's Philanthropy/Nonprofit Racial Equity Report Card Recommendations

Definitions for key terms (in the context of nonprofit management and funding)

Term	Definition	Examples, additional context
Advocacy	The term "advocacy" encompasses a broad range of activities that can influence public policy. From research and public education to lobbying and voter education, advocacy is about using effective tools to create social change. (Alliance for Justice)	10 types of advocacy: (1) Legislative advocacy, (2) Administrative advocacy, (3) Civic engagement, (4) Community organizing, (5) Infrastructure development, (6) Judicial advocacy and litigation, (7) Leadership training, (8) Mass communications, (9) Movement building, (10) Policy analysis E. Congress, A. Luks, & F. Petit. (2017). Nonprofit Management: A Social Justice Approach
Black-led	Organization has a Black/African American CEO/President/ED, etc., (African American Nonprofit Leaders, June 2021)	Also, refer to AANL 'Black-led nonprofit scoring matrix'.
Diversity	Diversity is the representation of all our varied identities and differences (race, ethnicity, gender, disability, sexual orientation, gender identity, national origin, tribe, caste, socio-economic status, thinking and communication styles, etc.), collectively and as individuals. (Ford Foundation)	Diversity may be a necessary, but insufficient condition for achieving social justice missions. A diverse team is only part of what makes a more equitable workplace. National Council of Nonprofits
Equity/Social Equity	Refers to the provision of public goods and services, policy formulation and implementation, public management practices, and administrative interactions that reduce (and ultimately eliminate) disparity, marginalization, and discrimination while increasing social and political inclusion (Standing Panel on Social Equity and Governance and the Center for Accountability and Performance)	Equity is often considered in terms of its distinction from the similar (and perhaps more popular) term equality. Whereas equality is about sameness and fairness, equity is about difference and justice; equality is the end, while equity is the means. N. Thomas, 2019
Inclusion	Inclusion builds a culture of belonging by actively inviting the contribution and participation of all people. (Ford Foundation)	Inclusion tends to be invisible unless we are experiencing incidents of exclusion. We can borrow ideas from healthcare to understand how to measure and quantify inclusion. P. Guadiano, 2019
Justice/Social Justice	Social justice includes distributive and procedural justice. Distributive justice refers to the extent to which society's institutions ensure that benefits and burdens are distributed among society's members in ways that are fair and just. Procedural justice refers to fairness involved in power and decision-making processes that determine who receives benefits and who bears the burdens from society's resources.	Ethicist John Rawls contends the stability of a society depends upon the extent to which the members of that society feel they are being treated justly. The members of a community depend on each other, and they will retain their social unity only to the extent that their institutions are just. M. Velasquez, C. Andre, T. Shanks, S.J., and M. J. Meyer
Systemic Racism (also structural racism, institutionalized racism)	The many factors that work to produce and maintain racial inequities. This term identifies aspects of our history and culture that have allowed privileges to be associated with 'whiteness' and disadvantages to be associated with 'color'. The term also points out the ways in which public policies, institutional practices, and cultural representations reproduce racially inequitable outcomes over time. (Philanthropic Initiative for Racial Equity)	Systemic (structural; institutional) racism is concerned with discrimination in contract, not discrimination in contact. The focal point is on the standardization of racial bias through structures, not individuals, and via interactions in formal, public spheres of life, not private spaces. S. Gooden (2014) Race and Social Equity: A Nervous Area of Government.

Exhibit

AANL's
 Philanthropy/Nonprofit Racial Equity
 Report Card
 Recommendations
 – key terms

CRITERIA	<i>Beginning Equity Work</i>	Funding Threshold	1 Point	2 Points	TOTAL POINTS
FOCUS ON BLACK FAMILIES	<i>Serves General Population</i>	Serves Black Population	Serves up to 50% Low Moderate Income Black Population	Serves more than 50% Low-Moderate Income Black Population	
BLACK TOP LEADERSHIP	<i>Black Senior Staff</i>	Black C-Suite COO or CFO		Black CEO/Presidents	
BLACK BOARD MEMBER REPRESENTATION	<i>0% Black Board Members</i>	< 25% Black Board Members & Has a Plan to Increase	25%-50% Black Board Members	50% or More Black Board Members	
RACIAL EQUITY FOCUS (JEDI = Justice, Equity, Diversity & Inclusion)	<i>Board & Staff are Engaged in JEDI Training and Initial Planning</i>	Is Working on JEDI Plan Implementation with Both Board & Staff Engagement	Has Active JEDI Plan with Measurable Outputs	Has Active JEDI Plan with Measurable Outcomes	
SERVING RVA REGION	<i>Serves 1 or more Neighborhoods</i>	Serves 1 Locality	Serves 1 or More Localities	Serves RVA Region	
TRACK RECORD OF SUCCESS	<i>Has Not Established Track Record</i>	Can Provide Measurable Outputs	Can Provide Measurable Outputs and At Least 1 Community Letter of Support	Can Provide Measurable Outputs; Measurable Outcomes, & At Least 1 Community Letter of Support	
501 (c) 3 Status	<i>Uses Fiscal Agent</i>	501 (c) Pending IRS Review		501 (c) 3 status confirmed	
					0
RECOMMENDED BLACK-LED NONPROFIT FUND SCORING RUBRIC					14 MAXIMUM SCORE



Exhibit

*AANL's
Philanthropy/Nonprofit
Black-led
Organization
rubric*

Pre-assessment reference list



- ❧ The Annie E. Casey Foundation (2014). Race, Equity and Inclusion Action Guide.
- ❧ The Building Movement Project (Spring 2020). Race to Lead Revisited: obstacles and opportunities in addressing the nonprofit racial leadership gap.
- ❧ Emerita, B. (2006). Moving Philanthropy Closer to Racial Equity and Social Justice.
- ❧ Center for Nonprofit Excellence (2017). Regional Nonprofit Compensation and Benefits Report.
- ❧ Dorey, C., Bradach, J. and Kim, P. (May 2020). Racial Equity and Philanthropy: Disparities in Funding for Leaders of Color Leave Impact on the Table.
- ❧ Hannah-Jones, N. (June 2020). What is Owed, New York Times Magazine.

Thank you.



Be well!



AFRICAN AMERICAN NONPROFIT LEADERS