



UNIVERSITY OF SAN FRANCISCO

CHANGE THE WORLD FROM HERE

**Activating the Power of the Latino Community:
Engaging the Latino Community Through
Volunteerism and Philanthropy**

by

Cristina Chavez

cchavez9@dons.usfca.edu

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Abstract

Philanthropy is part of the United States fabric of how its citizens engage and mobilize to fund the greatest socioeconomic, environmental, and political challenges in the country. However, philanthropy has not always been for all and has historically excluded communities from engaging. As the political, environmental, and socioeconomic landscape continues to evolve, philanthropy plays a significant role in shaping America. As a minority population, the Latino community does in fact hold an immense amount of power, mobilization, and wealth. According to the Pew Research Center, the Latino population is projected to grow to over 107 million, making up 24% of the United States population by 2065. As the largest and fastest-growing minority, Latinos are using philanthropy to address the greatest needs and threats facing their own communities. Essentially, Latinos hold the greatest power in understanding what their community needs to thrive in today's complex political, social, and environmental landscape. Latinos believe in the value of community, which is to empower, share responsibility, and serve one another. This research will focus on exploring the gaps, opportunities, trends, and support the community needs to engage in volunteerism and philanthropy. The methods used to gather a comprehensive analysis of the subject entail a literature review and interviews with experts in the nonprofit sector who work directly with the Latino community. The insights from this analysis will inform how nonprofit organizations can diversify their volunteer and philanthropic pipeline by activating the power of the Latino community. The outcomes will encompass a model that focuses on strategies for communication, integration, cultural sensitivity and awareness, leadership, and education. As the Latino population in the U.S. continues to grow, this presents an opportunity for the nonprofit sector to better understand, invest, and to deepen engagement with the Latino community through volunteerism and activate philanthropy.

Acknowledgments

“This is what we are about: We plant the seeds that one day will grow. We water seeds already planted, knowing that they hold future promise” – Archbishop Romero

This was no small feat, but the work of many that have led to this moment. This journey would not be possible without my incredible community of support. Thank you to my colleagues at the University of San Francisco who supported me and have given me the space to grow. Thank you to my mentor, Susi Collins for empowering me through this challenging program and connecting me with your community. Thank you to the amazing MNA faculty who challenged me to think outside of my comfort zone and supported me through the many personal and professional challenges throughout this program. To my dear MNA cohort mates, we have supported and grown with each other throughout our journey together. While our last semester presented unique challenges amidst a pandemic, I am forever grateful for your commitment, encouragement, and leadership. And thank you to my dear family who have believed in me from the start and at times carried me through this program. Thank you for being my biggest cheerleaders by supporting my dreams and aspirations. This work is hard, but I choose to work and stand with our most vulnerable communities.

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Section 1. Introduction

The Latino community in the United States has a long tradition of giving which stems from its culture, traditions, and family values. Latinos in the United States today are facing extremely challenging political, social, and economic barriers. This poses an opportunity for nonprofit organizations to make a commit to the Latino community through its services, programs, and efforts. However, while many nonprofits have worked to support the Latino community, a gap exists in how nonprofits engage the community. Nonprofits organizations have an opportunity to leverage and activate the power of the Latino community through volunteerism and philanthropy.

The Latino community has an embedded tradition of generosity through its devotion of time and money. However, this generosity has been reserved for the family and faith-based organizations, rather than the nonprofit sector. The Latino community continues to grow as the largest minority population in the United States, however they have not been deeply engaged through volunteerism and philanthropy in the same way like other populations. As a growing minority, Latinos hold immense power and influence on culture, the economy, politics, and philanthropy in America.

The time to leverage the Latino community in the United States is now more prevalent than ever as more Latinos want to be engaged and give to charitable causes. More organized and large-scale philanthropic efforts are emerging to support the Latino community through volunteerism and philanthropy. These large-scale philanthropic efforts have an opportunity to prioritize the Latino community, as many emerging Latino leaders are working towards

alleviating the most pressing issues facing the Latino community. Latinos give not only to make an impact, but to also give back to their community. The value of community remains at the core of Latino volunteerism and philanthropy, which is their inherent sense and responsibility to give back to improve their livelihood.

Purpose Statement

This research seeks to explore the gaps, opportunities, trends, and support the Latino community needs to engage in volunteerism and philanthropy. These insights will better inform how nonprofit organizations can diversify the volunteer and philanthropic pipeline by activating the power of the Latino community.

This study will seek to understand how the nonprofit sector is currently engaging the Latino community through volunteerism and philanthropy. Through this research, nonprofits can better understand how to drive volunteerism and philanthropy in the United States with the objective to support and elevate the Latino experience. The following research questions have been developed understand more deeply the landscape for the Latino community.

Research Questions

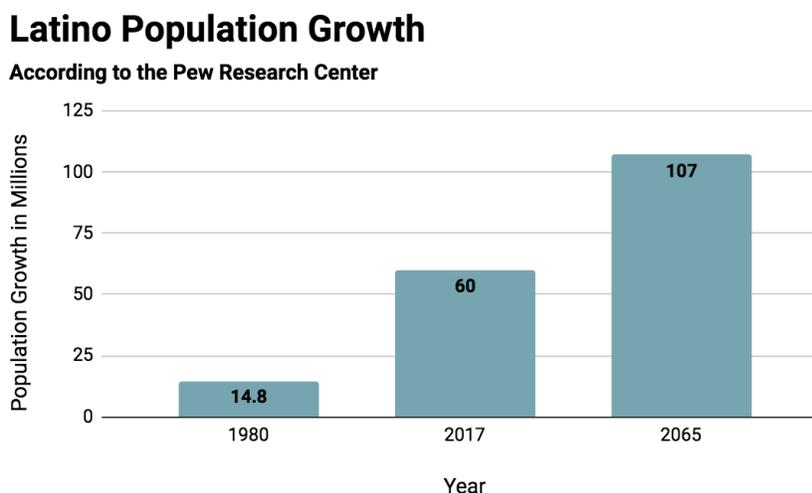
1. How can historical context of the Latino community help inform how nonprofits organization engage with Latinos in the United States?
2. What are the challenges, motivations, gaps, opportunities, and support that the Latino community needs in order to engage in philanthropy?
3. How can nonprofits activate the power of the Latino community as volunteers to engage them more deeply in philanthropy?

The methods used in this research will entail a literature review and expert interviews with nonprofit sector leaders. This literature review will analyze and explore how the value the Latino community holds in driving volunteerism and philanthropy in the United States drawing from the unique experiences, heritage, and culture of Latinos. Throughout the course of this study and evaluation, the term “Latino” will be used to refer individuals with Spanish speaking ancestors whose origins are in South America, Central America, or islands in the Caribbean. It must be noted that several studies will refer to the Latino community as Hispanic or Latinx.

Section 2: Literature Review

The Latino community in the United States has an important place in American history and culture. The ever-growing Latino population in America is important to consider prior to exploring its relation to volunteerism and philanthropy in the nonprofit sector. According to the Pew Research Foundation, there were nearly 60 million Latinos in the United States in 2017, accounting for approximately 18% of the total U.S. population while in 1980, the Latino population was 14.8 million with Hispanics making up just 6.5% of the total U.S. population (2019). The Latino population is projected to grow to 107 million making up 24% of the U.S. population by 2065 (Pew Research Center, 2017). With the Latino population reaching a new high, growth has slowed with Hispanics accounting for 18% of the nation’s population and there the second-largest racial or ethnic group behind whites in 2016 (Flores, 2017). Figure 1 outlines the Latino population growth.

Figure 1: Latino Population Growth in the United States



Source: Author's creation. Cristina Chavez, 2020.

The significance of the growing Latino population is important as they hold immense power in education, culture, and politics. Immigration policies continue to shape and impact Latino life in America. The Latino community has emerged as the fastest growing ethnic population, however, the slowing of the Hispanic population growth is occurring as immigration to the U.S. from Mexico levels off and the fertility rate among Hispanic women declines (Flores, 2017). There is also stronger presence of Latinos in higher education as more colleges and universities are working to create more equitable educational opportunities. Additionally, a growing share of Hispanics have attended college with almost 40% of Hispanics ages 25 and older having college experience, which is up from 30% in 2000 (Flores, 2017).

It's also important to consider how the Spanish language continues to exist in American communities, both in public and in homes. Speaking Spanish at home still remains at an all-time high for the Hispanic population with a record of 37 million ages 5 and older (Flores, 2017). While Spanish continues to be spoken at home, the share of Latinos in the U.S. who speak

English proficiently is growing with 70% of Latinos ages 5 and up in 2017 (Krogstad & Noe-Bustamante, 2019).

As one of the most populous states, California continues to have the largest Latino population among all states with 15.2 million Hispanics living in California in 2015, a 39% increase from 10.9 million in 2000. It's also important to recognize the incredible voting power Latinos hold in the United States. A record 32 million Latinos are projected to be eligible to vote in 2020, up from 27.3 million in 2016. (Krogstad & Noe-Bustamante, 2019). These statistics demonstrate the value and the immense power the Latino community holds in America that impact politics, culture, and education. As a large and growing minority population, it's important to consider how the nonprofit sector can activate the Latino community in volunteerism and philanthropy.

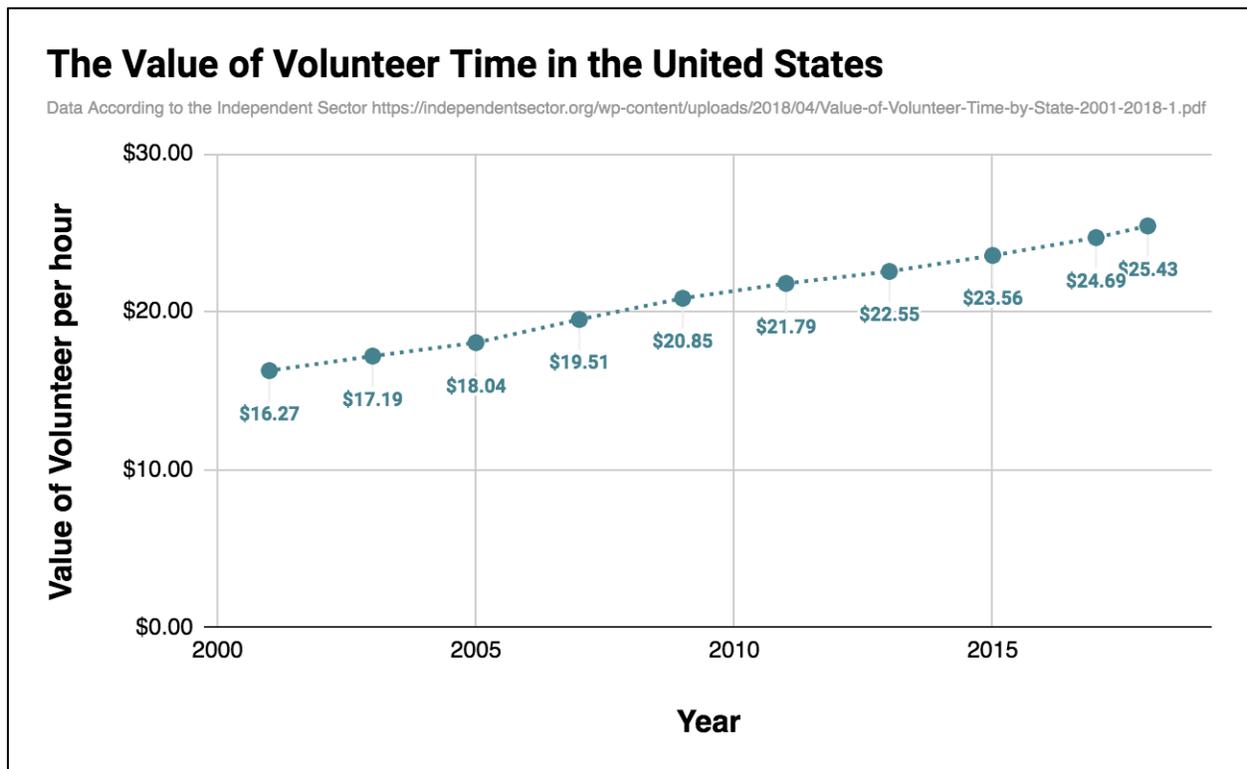
Volunteerism in America

The spirit of civic participation is woven into the American identity. Volunteerism is very much part of the fabric of what Americans believe as an essential part of their civic duty. Volunteers play an essential role by participating, contributing, and organizing efforts on a local, state, and national level. The value of volunteers is essential to the operations and mission of nonprofit organizations. Nonprofit organizations engage volunteers in a variety of ways for unpaid work that contributes to the organization. Without the work and efforts of volunteers in nonprofit organizations, many of their efforts would not be achieved.

According to an annual study by the Independent Sector, the value of volunteer time in the United States equates to \$25.43 per hour which is up 3% from 2018 (2019). The Independent

Sector calculates the value of volunteer time based on the hourly earnings (approximated from yearly values) of all production and non-supervisory works on private non-farm payrolls average (based on yearly earnings provided by the Bureau of Labor Statistics) for the national average (2018). Figure 2 demonstrates the growing value of volunteer time in the United States.

Figure 2: Growing Value of Volunteer Time in the United States



Source: Author's creation. Cristina Chavez, 2020.

Latino Volunteerism

As the value of volunteer time continues to grow, it is important to understand the value the Latino community can offer the nonprofit sector. For nonprofits, it's important to engage a diverse volunteer pool which is critical for strengthening relationships and trust within the community. Latino volunteers offer diverse perspectives and skill sets that can greatly benefit

existing volunteer organizations, but their successful participation depends on the organization's ability to acknowledge Latino definitions of volunteerism and the role everyday volunteering plays in Latino communities (Schwingel, p. 166, 2017).

The likelihood of the Latino community to engage in volunteer activities is highly dependent on several factors. The Latino community's decision to volunteer is heavily weighted on culture, socioeconomic status, social resources, and community context (Wang, Yoshioka, Ashcraft, p. 128, 2012). The Latino population is heavily centered by its community and collective efforts. As a "we" culture, Latinos focus more on the wellbeing and service of others. Latinos have a long history of engagement and have been part of the struggle towards social justice. The grassroots movement has always been part of how Latinos organize. For many Latinos, their first introduction into volunteerism begins with participation with local grassroots centered on bringing the community together for a united cause. The value of community is embedded in various forms of Latino volunteerism, from grassroots to a more formal and organized context. By cultivating community amongst Latinos, a sense of unity emerges, bringing everyone together towards a shared goal and experience, which is essential to volunteerism.

The concept of altruism is central to Latino understanding of helping, and cultivates the belief that one's own needs are secondary to the needs of others (Schwingel, p. 173, 2017). The likelihood of the Latino community to engage in volunteer activities is highly dependent on several factors. Existing studies show that Latino volunteerism is most prevalent in the context of family, informal volunteering, and religious organizations.

Promotion of Volunteerism

By understanding how the Latino community engages best in volunteer activities, nonprofit organizations can mobilize efforts to benefit its mission and goals. Understanding the type of volunteer opportunities that most interest Latinos can help nonprofit organizations create a more targeted recruiting effort and tailor their programs to include a more diverse volunteer pool. For the Latino community to engage in volunteer activities, nonprofit organizations need to prioritize diversity, equity, and inclusion. Like many diverse minority groups, studies suggest that work and social group inclusion have a positive impact on relations between volunteers and nonprofit organizations. According to a study conducted by Bortree and Waters, organizations need to create an inclusive environment that encourages bonding among volunteers from minority groups (p. 228, 2014).

Additionally, nonprofits must continue to invest in their relationships with volunteers. According to Bortree and Waters, to improve the relationship, nonprofits should seek the opinions of minority volunteers and encourage them to participate in decision making within work groups and at higher organizational levels (p. 229, 2014). Nonprofit organizations can foster strong communication networks with their volunteers by keeping them informed which acknowledges their value within the organization leading to a greater relationship (Bortree and Waters, 229, 2014). Engaging the Latino community through volunteerism creates a culture of participation and a possible pathway towards philanthropy.

Latino Philanthropy

Latinos are very much defined as a ‘we-centered’ culture. According to Bordas, “We cultures revolve around people-centered values. For Latinos, these include generosity, being of service, and respecting others” (2013, p. 77). Latinos are motivated to give as they have a shared responsibility to one another. As a strong and vibrant ethnic group, the Latino community holds many values that shape and “define the range of people’s choices, identify what is good and desirable, and give form to a society’s culture” (Bordas, 2013, p. 76). The Latino community gives differently than other ethnic groups with strong influences of religion, community, and culture.

Influence of Religion, Community, and Culture

It is first worth noting the long-standing tradition of charitable giving in the Latino community which is embedded into culture, religion and familial ties. Accounting for the largest and fastest growing minority in the United States,

Latinos give smaller average gifts than Caucasians, they give a higher percentage of household income to charity (1.2 percent versus 1 percent). Other studies have found that 63 percent of Hispanic households give to charity, more or less in line with national averages (Norris, 2016).

The Latino community proves to be a collective force within the giving landscape of the United States. However, giving for the Latino community has always been directed towards three different areas—either to the church, sending money family in their native countries, or to local causes.

Giving to the Catholic Church for the Latino community consists of small and informal donations, but has remained consistent over the years. For Latinos, religion has a strong influence on culture which “stems largely from their ability to connect the individual simultaneously to a large group or community” (Gallegos & O’Neill, 1991, p. 85). Latinos, predominantly immigrants, lean towards community as it helps support their unique heritage and experiences. As Gallegos and O’Neill explain further,

Like many immigrant groups before them, Hispanics stress the communal nature of life and the need to belong to a community in some way in order to be fully supported. Just as the individual needs to feel the strength and support that comes from belonging to a family, the family needs to experience the same feelings the come from belonging to a community. (1991, p. 86).

As evident here, the Latino community needs one another to thrive and is bound by a greater purpose of belonging to one another. There is a common and deep understanding among the Latino community that family is not defined by blood, but rather the connection and loyalty they feel towards one another. By establishing a mutual foundation of trust and loyalty, they can serve one another.

Barriers to Latino Volunteerism and Philanthropy

The Latino community embraces philanthropy that is heavily influenced by religion, community, and culture. However, the Latino community has not been engaged in traditional American philanthropy, and has been excluded from these activities. There are many historical and institutional barriers that have not capitalized on the collective power of the Latino dollar. The most prevalent barriers based on literature center around equitable representation and leadership, capacity building, and access to networks.

Equitable Representation & Leadership

Through the exploration of Latino giving and the value of community, cultivating Latinos to become philanthropic leaders proves to be challenging as there remain gaps to address this issue. Representation matters which is why more Latinos need to be developed, supported and empowered to become leaders in their communities. The urgency and concern for equitable representation in philanthropy has never been greater. Equitable representation must be prevalent both within the nonprofit leadership, boards, philanthropists, foundations, and grantmakers. However, a significant gap continues to exist. According to Rodriguez,

though Latinos comprise more than 16 percent of the U.S. population, as of 2010 only four percent of trustees and three percent of CEOs are Latino. These leadership positions exert great influence over institutional direction, policy, and programmatic restrictions; as such it is vital that they reflect the diversity of the communities they serve. (2012, p.15)

Representation matters which is why more investment needs to be directed towards Latino nonprofit leaders.

Prioritizing equitable and diverse representation within nonprofit organizations have immense impacts, especially for foundations. Foundations who still consider funding any specific population groups to be controversial is all the more important to reiterate how shifts in thinking and values are essential for effective philanthropy. Once foundations “get it,” they are in unique positions to help shift or at least profoundly refocus the embedded biases and distorted values in the larger society that continue to have negative impacts on the Latino community. (Capek & Mead, p. 49, 2006). People of color should be recognized as resources for bringing new perspective and expertise—resources foundations miss out on if they don’t create the time and space for struggling with differences and empower all stakeholders in the organization to

change as they learn new knowledge and different way of working. (Capek & Mead, p. 66, 2006). Equitable representation in leadership is essential and must be prioritized when working with Latino communities.

Capacity Building

In order to lead with a culture of philanthropy, more support, capacity building, and empowerment of Latinos needs to take place. This requires organizational and structural changes to how Latino leaders are elevated into the sector of philanthropy. According to Rodriguez, “there are not enough Latino leaders/organizations with the capacity to create successors and/or emerging community leaders that could ultimately hold offices” (2012, p. 10). While more funding needs to be directed towards Latino organizations, capacity building for Latino leaders should also be a priority. An investment in capacity building for Latino leaders will lead to more sustainable operational and structural changes in Latino-serving nonprofit organizations.

Network Building

As Gallegos and O’Neill explored, Latinos can affect the philanthropy landscapes by “creating personal linkages with key individuals in funding agencies that are likely to fund Latino nonprofit organizations. These personal contracts are used to influence funding requests, guidelines, and methods” (1991, p. 134). Latinos themselves are the greatest influencers in identifying how funding should be directed. As belonging to large networks, Latinos can leverage their connections to “display a united front to outside funders on important policy issues affecting Latinos. As more Latinos begin to step into their power and leadership, we can see an

emergence of more representation of Latinos on boards and staff. When this occurs, the decision makers at the table are Latinos and can keep the best interests of their community at the center.

A Pathway Forward

As outlined there are many barriers towards engaging Latinos in volunteerism and philanthropy. As a further exploration of this issue, there are some contributing solutions to help elevate Latinos. The first solution is to foster mentorships for Latinos that embrace connecting and learning from experienced professionals. Another pathway forward is to institutionalize diversity. In addition, there should also be a focus on more education around mobilizing philanthropic resources. Latinos give through charitable donations, but more education around diversifying philanthropic resources that embrace the value of community. Together, with mentorship and education of mobilizing philanthropic resources, more Latino will emerge as the primary decision-makers and leaders.

Mentorship

For many Latinos, navigating the nonprofit sector can be extremely overwhelming and unfamiliar territory. Through mentorship, Latinos can be prepared to embrace the challenges and nuances of the philanthropic sector. Cultivating mentorship catalyzes on community, by bringing people together to exchange experiences all while built on trust, respect, and understanding. Bordas calls for a type of mentorship that embraces “unique perspectives and skills to contribute, which requires a more lateral and equal membership in which information and knowledge is exchanged. Sharing experiences, distributing work, and offering mutual respect are integral to

Latino leadership” (2013, p. 90). The value of mentorship is extremely powerful and needed in the philanthropic sector to empower Latinos.

Research shares that intergenerational mentoring can be impactful and should be embraced in the Latino community. As Bordas shares,

Mentoring was integral to succession planning so power could be retained and passed on to select groups. In contrast, Latino mentoring implies an intergenerational approach that reflects the family structure. Leaders groom the younger generation in order to strengthen community capacity, ensure continuity, and build the critical mass needed for social change. Intergenerational leadership is sharing responsibility with people of all ages.” (Bordas, 2013, p. 88).

Mentoring embraces an environment and a safe space for new or young leaders to rise. The Latino culture embraces the idea of “we” and togetherness which mentorship can thrive in. By collectively embracing a togetherness attitude, Latinos can exchange ideas and experiences. Bordas also shares the value of servicing others as the “nucleus around which Latino leadership revolves” (2013, p. 82). In service to one another, the Latino community can share a collective responsibility to empower the other to rise. According to Bordas, “the bond between leaders and their people has been a motivating force keeping the community together through generations of struggle and challenge” (2013, p.82). Through the power of mentorship, Latinos can help shape and empower leaders to rise.

Institutionalizing Diversity

Mentorship cannot exist with the value of diversity. By prioritizing diversity, nonprofits will embrace new innovative ideas, collaboration, and engagement. Diversity must not be overlooked and seen as public relations tactic, but must be institutionalized and embedded within the culture of the nonprofit organization. Confronting the barriers and challenges that minority

communities have historically experienced will be the first step in charting this path. However, institutionalizing new knowledge is not easy, especially new knowledge about differences that often trigger discomfort. (Capek & Mead, p. 51, 2006). For any foundation that aspires to effective philanthropy and any nonprofit that aspires to effective programming, institutionalizing deep diversity is an essential process to undertake; and like many elite organizations, the philanthropic sector has a long history of ignoring difficult conversations. (Capek & Mead, p. 51, 2006). Organizations must institutionalize diversity both widely and deeply into the organization. To institutionalize widely, organizations must include the breadth and web of difference that weave through most modern organizations: gender, sexual orientation, gender identity, race, ethnicity, nationality, religion, class, disability, geography, age, and other socially, culturally, and economically defined differences that categorize groups of individuals. To institutionalize deeply, organizations must embed and intertwine diversity into the roots that anchor and feeds the whole of an organization's culture. (Capek & Mead, p. 67, 2006). The benefits of institutionalizing diversity for the Latino community can help create pathways forward.

Education of Mobilizing Philanthropic Resources

There is a need for more education for Latinos to engage in formal philanthropy. As the largest and growing minority in the United States, the power of the Latino dollar has an immense impact on society and can be invested back into the community. However, more efforts need to be directed towards educating Latinos on different types of giving. The nonprofit sector should not limit the Latino community to a particular type of giving but instead, focus on harnessing the power of their passion to invest back into their communities.

For example, the Latino Community Foundation is a nonprofit organization seeking to address this issue by harnessing the power of Latinos through philanthropic education. The Latino Community Foundation is to “build a movement of civically engaged philanthropic leaders, invest in Latino-led organization, and increase political participation of Latinos in California” (Latino Community Foundation, 2019). Giving Circles provide individual donors the opportunity to make their contributions meaningful by leveraging their resources with others and enhancing the impact of their giving” (Latino Community Foundation, 2019). Giving circle members are not only the ones contributing, but in fact, they are the decision makers leading them to become more informed and philanthropic leaders.

Latino Giving Circles are not new philanthropic ventures but in fact, are on the rise for the Latino community and display “growing wealth for these populations, their frustration with longstanding neglect by mainstream philanthropy, and their desire to be self-funded and self-powered problem solvers within their own communities” (Travers, 2019). By educating the Latino population on various ways to give such as giving circles, these unique and innovative efforts can bring donors together to strengthen their philanthropic capacity towards charitable causes. By cultivating and mobilizing the Latino community to give in new ways, this will impact will foster a movement of civically minded philanthropists.

By engaging more Latinos in inclusive and diverse philanthropic efforts, the Latino community can unite together to address the greatest problems facing Latinos in America. Essentially, by fostering philanthropy that is centered around the shared interest and value of

community, the Latino community can collectively mobilize efforts that elevate the Latino community.

Conclusion

In conclusion, nonprofit organizations have an opportunity to tap into the full collective power of the Latino volunteers and philanthropy. “Given the size and rapid growth of the Hispanic population in the United States, their participation in volunteering activities is important to the development of nonprofit organizations and the civil society in large” (Wang, Yoshioka, Ashcraft, p. 127, 2012). Engaging the Latino community in volunteerism will also contribute to a more diverse donor pipeline. By understand the historical, social, and cultural contexts that surround the topic of volunteerism and philanthropy, nonprofit organizations can develop innovative pathways to activate the power of the Latino community. Recognizing and working to remove the barriers that have long prevented the Latino community from engaging in philanthropy, can help inform how to build pathways forward centered on diversity, inclusion, education, and leadership. The benefits of engaging the Latino community can have immense impacts on the nonprofit sector.

Section 3: Methods and Approaches

This research analysis utilizes a mixed-methods research approach of both primary and secondary data resources. The literature review serves outlines secondary sources the Gleason Library and primary data was collected through semi-structures interviews. A series of interviews were conducted with various nonprofit experts with experience in engaging the Latino community fundraising or volunteer activities. These experts hold various positions in

fundraising, executive, and volunteer management capacities. Additionally, a corporate social responsibility volunteer manager was interviewed in order to gain a corporate perspective. Table 1 outlines the details for each interview participant in their role, organization, and professional experience.

Table 1: Expert Interview Profiles

Participant	Name	Role	Organization
P.1	Armando Zamaya	Consultant / Speaker	Armando Zumaya Consulting
P.2	Ron Gonzalez	President & CEO	Hispanic Foundation of Silicon Valley
P.3	Annel Aguayo	Development Director	iMentor
P.4	Adriana Saldivar	Program Manager	Latino Community Foundation
P.5	Janeen Mendoza Cruz	Former Executive Director	Next Generation Scholars
P.6	Lilly Smith	Program Manager	Oakland Public Education Fund
P.7	Brenda Martinez	Education Initiatives Program Manager	Salesforce.org
P.8	Diana Campoamor	Founder	Nuestra America Fund
P.9	Amalia Brindis Delgado	Senior Director, Programs & Strategy	Hispanics in Philanthropy
P.10	Lynda Gonzeles-Chavez	Senior Vice President/ Chief Diversity Officer	YMCA

Source: Author's creation. Cristina Chavez, 2020.

Upon identifying the interviewees, it was important to consider a diverse range of nonprofit professionals at the executive, director, and managerial levels. It was essential to map out the desired area of expertise in order to gain a diverse perspective of Latino volunteerism and philanthropy. Various considerations were made in determining the participants, the nonprofit

organizations they support, and areas of expertise. Each participant has extensive experience and knowledge in working with the Latino community.

Outreach to all interviewees was made over email communication. Three of the interview participants were emailed as ‘cold calls’ that responded in agreement to a teleconference interview. Three interview participants were made through familiar professional networks who agreed to a teleconference interview. The remaining four interview participants were made by referral and all the participants agreed to a teleconference interview. Each email included an introduction, summary, and purpose of the study, and several questions for consideration. Each interviewee was responsive and open to a one-hour interview over teleconference. Each interviewee was sent a calendar invitation with a private zoom teleconference link and phone number. Ten expert interviews were conducted as semi-structured interviews over Zoom teleconference. It must be noted that no interviews were conducted in-person due to the CDC mandate regarding Covid-19. Each interview lasted approximately 45 minutes to 1.5 hours depending on the interviewee’s length of response.

All ten participant interviews were semi-structured and were conducted to gain an understanding of Latino volunteerism and philanthropy. Each interview began with a friendly introduction and gratitude for their time. Followed by an introduction, all participants were informed that each interview was voluntary and had the option to opt-out of the interview. Each participant was then asked permission to record the interview over zoom teleconference and notes would be taken throughout the interview. Each participant was informed if there’s information they wish not to include in the interview or it would be confidential, they would need to identify which information to eliminate from the interview. From there, any information

would not be included in the study. Each participant provided verbal consent to record the interview. The interview questions seek to understand the trends, challenges, gaps, opportunities, and considerations to engage the Latino community in volunteerism and philanthropy. Table 2 outlines the nine questions each participant was asked.

Table 2: Interview Questions

	Question
1	Throughout nonprofit sector career, how have you engaged the Latino community in volunteering, philanthropic, and/or fundraising space?
2	What does an engaged Latino community look like to you in a nonprofit?
3	In your work and observations, how have you leveraged the Latino community to become donors or philanthropists?
4	What are the common trends that you see the Latino community engaging in philanthropy or fundraising?
5	Are there any challenges or barrier for the Latino community to engage in the nonprofit sector as volunteers, donors, or philanthropists?
6	What tools, resources, or support do you believe the Latino community needs to engage as donors or philanthropists?
7	What would be a sustainable pathway for the Latino community to engage in fundraising or philanthropy?
8	What are some gaps and opportunities for the Latino community to engage in fundraising or philanthropy?
9	In your opinion, what does the future of philanthropy look like for the Latino community

Source: Author's creation. Cristina Chavez, 2020.

The first question seeks to understand how the participant has engaged the Latino community in volunteering, philanthropic, or fundraising capacity. This question was important to begin the interview as it provided an introduction into the various work each participant has had with the Latino community. A few common themes that emerged from the participant responses are how engaging the Latino community has been a priority in their professional work. Several participants noted the role of religion and church, and education in the Latino

community have fostered the values of volunteerism and philanthropy. Additionally, participants noted the importance of cultivating future Latinos in philanthropy. Table 3 outlines the responses for each interview participant for question one.

Table 3: Question 1 Expert Interview Responses

	Expert Interview Response
P.1	Started a career in prospect research; Diversified donor base at the SF Opera; Understanding the value of family informed work with the Latino community; Focused on engaging Latina community.
P.2	Experience with engaging Latino community in Santa Clara and San Mateo counties; Understanding the role of religion and education informed work with the Latino community; Professional work has focused on cultivating future Latino leaders through the Latino Board Leadership Academy.
P.3	Understanding the role of religion and church informed work with the Latino community; Experience with board diversification that focuses on time, talent, and treasure; Experience with peer to peer campaigns.
P.4	Personal experience as a DACA recipient informed her passion to engage Latino communities; Experience in channeling resources to Latino communities to unleash power and collectively invest in long-term changes; focus on trust-based philanthropy and demystifying the field of philanthropy for Latinos.
P.5	Provided direct service to Latino communities both at an executive, programmatic, and foundation capacities; Understanding whether or not Latinos have a seat at the decision-making table helped to inform work with the Latino community.
P.6	The Latino community plays a significant role and accounts for 40% of population in Oakland; Engaged Latino volunteers in Latinx Heritage Month with read-in's; Representation, diversity, and equity are an important value of the Oakland Education Fund.
P.7	Leads LatinoForce employee engagement group at Salesforce; cultivates citizen philanthropists among the Latino community at Salesforce
P.8	Established Hispanics in Philanthropy as a way to create a network for and by Latino community; Life-long advocate for investing in Latino Philanthropy
P.9	Experience with refugees and immigrant communities informed work at Hispanics in Philanthropy; Advocate for cultivating future Latino leaders.
P.10	Rather than working in isolation, partnership is essential in engaging communities of color and those that have been previously marginalized is key; Youth development has been influential in engaging Latino communities.

Source: Author's creation. Cristina Chavez, 2020.

The second interview question seeks to capture how the Latino community is embedded within an organization when they are engaged in their full capacity. Every interview participant touched upon the value and importance of diversity within a nonprofit organization. Several participants noted how nonprofits should understand the lived experiences of the Latino community and ensure how those experiences can contribute to fulfilling the organization's mission. There were several common themes from participants that stressed the importance of Latino leadership. The Latino community should be well-represented and play a strong role in the decision-making process in all sectors. By having more Latinos at the table, they can shape where and how funding can be directed to the most critical needs. By engaging Latinos in a leadership capacity, this can contribute towards fostering philanthropy that is centered on racial and social justice equity. According to participant #9, only 1% of philanthropy is directed to support Latino-serving organizations (A. Delgado, personal communication, May 1, 2020). Additionally, participant #8 noted that Latinos have an influential role in how the story of the Latino community is shared in media and politics in order to create a shift in philanthropy. Table 4 outlines the responses for each interview participant.

Table 4: Question 2 Expert Interview Responses

	Expert Interview Response
P.1	Diversity, equity, and inclusion are important for the Latino community; Latinos should be reflected in the staff and board make-up; Latinos should not be tokenized in organization.
P.2	The entire Latino family should be engaged in organization and there are unique roles for each family members; There are many opportunities for Latinos to engage in volunteering and philanthropy such mentoring, school activities, employee resource groups, etc.
P.3	It is important to meet Latino community where they are before engaging them such as community-oriented events, festivals, etc. Storytelling also plays a strong role in the perception of Latino community; Latino community has a lot to offer nonprofits in their

	time, treasure, and talent by being advocates, ambassadors, donating, and using their skills towards the mission of the organization.
P.4	Latinos have always been engaged in community activities that matter most to them and must be seen as philanthropists.
P.5	Latino community needs to be seen as having agency in the organization which begins with making sure their voices are heard and valued; Authenticity is key when building trust with the Latino community.
P.6	The Latino community brings unique skills and nonprofits should ensure to create opportunities that are reflective of their lived experiences; Engagement should ensure that volunteer activities are a strong fit and closes gap within the organization; It's also important to demystify the negative dialogue around the Latino community
P.7	Latino community should be part of the decision-making process, engage in dialogue, and be solicited; Giving circles are successful ways to engage the Latino community as it creates autonomy around funding and disbursement.
P.8	Latinos should be represented, engaged civically, part of developing a public discourse, involved in decision-making both in public and private sectors; Engaging Latinos to lead will also be influential to organizations; Allyship is important.
P.9	Ensure that Latino community are present and play a strong role in decision making process; Latinos should also be leaders in helping shape how and where philanthropy is directed to fund most critical needs; HIP is looking to challenge how Latino community has traditionally engaged in philanthropy
P.10	An engaged community builds on shared and collective fundraising efforts; Collaboration needs to happen at all levels from grassroots, organization, cities, state-level, federal, and globally.

Source: Author's creation. Cristina Chavez, 2020.

The third interview question seeks to understand the points of leverage in order to engage the Latino community to become donors to a nonprofit organization. Several similar themes emerged from the interview participants that focused on understanding the priorities that are most important to the Latino community, creating buy-in, meeting and supporting them where they are. Participant #7 shared how it's important to "meet the Latino community where they are to activate them for causes they care about the most" (B. Martinez, personal communication, April 17, 2020). Several participants referred to leadership programs that cultivate future Latino leaders for the private and public sectors that can help philanthropic causes. Hispanics in

Philanthropy’s Líderes Program and the Hispanic Foundation of Silicon Valley’s Latino Board Leadership Academy cultivates strong Latino leaders to make informed decisions. Participant #8 outlined three effective ways to leverage the Latino community by “understanding what is most of value to them, support them in where they are rather than convince them of different priorities and provide leverage, partnership, and support in their work” (D. Campoamor, April 21, 2020). Participant #9 acknowledges that “the structure of philanthropy was created for and by white men in order to evade taxes–HIP’s vision is to change the structure of philanthropy so there are more Latinos sitting at the table to make decisions and directing funds towards initiatives that impact them most.” Cultivating Latino leaders is incredibly critical in leveraging them to become supporters and donors of nonprofit organizations. Table 5 outlines the responses for each interview participant.

Table 5: Question 3 Expert Interview Responses

	Expert Interview Response
P.1	Important for Latinos to understand the ROI when they give and organizations should communicate the value of their impact; Ongoing communication is important for the Latino community.
P.2	The Latino Board Leadership Academy at the Hispanic Foundation of Silicon Valley cultivates future Latinos to sit on a board of directors or serve in a public capacity; Leveraged Latino community at fundraising galas by “Fund-a-need” opportunities.
P.3	Importance of creating buy-in from Latino community which can be done by encouraging and teaching financial literacy; Latinos should be taught about the various ways they can contribute to organizations.
P.4	Continuing to cultivate a community of philanthropy built on trust is important; Acknowledge the Latino community as philanthropists; Important to demystify the field of philanthropy to create space for everyone to partake.
P.5	Authenticity is important when approaching prospective Latino leaders; For some Latinos, many feel inclined to give to the organization that supports their child.
P.6	From the volunteer perspective, it’s important to solicit their feedback so they feel valued; By creating value, volunteers will see their impact which may lead to donations; The Oakland Ed Fund has an opportunity to create a clear volunteer-donor pipeline.

P.7	Meeting Latinos where they are to activate them for causes they care most about; Transparency is key and can be a motivating factor; Stewardship plays a strong role to ensure volunteers are engaged and informed in order for them to transition into donors;
P.8	Within the realm of institutional philanthropy, networks play a strong role in how funding is distributed; There are 3 things to do when engaging donors: 1. understand what is of value to them 2. Support them in where they are rather than convince them to fund other priorities 3. Provide leverage, partnership, and support them in the work they are doing; For individual donors it's important to understand what interest them and how their funds can be leveraged so they can share their own story.
P.9	HIP has a Leadership Program with a goal to foster future Latino leaders; It's important to change the negative narrative around the Latino community.
P.10	Allyship is essential in leverage the Latino community; The perception of Latino as service-oriented needs to change and they must be seen as business partners; Immigrant Latinas have been at the heart of leveraging funds as collectivists

Source: Author's creation. Cristina Chavez, 2020.

The fourth question is to identify the observable trends in how the Latino community engages in philanthropy. Some participants acknowledged the strong forces that work against the Latino community. Additionally, many participants noted how giving circles are an effective and impactful opportunity to engage Latinos. Another trend is how nonprofits can play a strong role in educating the Latino community on the various ways to give. The power of networks are also important in engaging a larger Latino community. Participant #9 noted that “how there is a false notion of what available resources are accessible—grassroots organizations are the most informed and knowledgeable on issues and can have a strong impact in philanthropy” (A. Delgado, personal communication, May 1, 2020). In conclusion, when nonprofits create collaborative spaces for Latinos to engage in philanthropy, these efforts can yield positive results for a more active Latino community. Table 6 outlines the responses for each interview participant.

Table 6: Question 4 Expert Interview Responses

	Expert Interview Response
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P.1	There's a lack of Latino fundraisers and more specifically, a glass wall for Latinas; Cultural sensitivity is important in acknowledging Latino communities—they respond best when they are engaged at the right place, time, and tone in communication; Prospect research needs to be prioritized.
P.2	Environmental nonprofits are just beginning to prioritize the Latino community; Social networks are important, especially online; Understand where Latinos live and how they engage with each other can inform nonprofits,
P.3	Storytelling should be prioritized; Mentorship is key in fostering next generation of Latino leaders.
P.4	Giving circles are extremely successful in harnessing the power of the Latino dollar and directing funds to causes that are most important to the Latino community; Building trust is important to increase Latino engagement in philanthropy.
P.5	Philanthropy has always been at the heart of the Latino community; As the next generation of Latinos emerge in the United States, they are seeking way to grow in their careers and build their own social capital—they also want to give back to their family and causes they care most about.
P.6	Providing more leadership opportunities to cultivate ambassadors, advocates, and champions of the nonprofit organization proves to be successful for the Latino community.
P.7	The Latino community operates within their network and tapping into that network can be very powerful; Social networks are valuable and nonprofits should create more spaces to bring various LATino networks; Ensure philanthropy is created “for us and by us”
P.8	Giving Circle are successful among the Latino community; People want to know they are making a difference; Nonprofit organizations need to understand segmentation and what appeals most to various generations
P.9	The Latino community has a long tradition of giving to faith-based organizations, participating in giving circles, and giving remittances; Grassroot organizations tend to be the most informed and influential; HIP's work with to work closely with funders at an early stage to understand how to direct funds towards change the systems at play in order to empower the Latino community.
P.10	We need to build meaningful ways to build relationships with funders, influencers, and leaders; trusting relationships will lead to strong allies.

Source: Author's creation. Cristina Chavez, 2020.

The fifth question is to identify the challenges and barriers that exist to prevent the Latino community to engage in volunteerism and philanthropy. Changing the narrative around how the Latino community engages in philanthropy is needed because they aren't seen as engaging in this space. According to participant #5, “there's a strong misconception that Latinos are not seen as

philanthropists, don't exist, and don't have the capacity" (J. Cruz, personal communication, April 17, 2020). Many participants shared the same response and demonstrate the need for more data collection around how and where the Latino gives their money and time. For some of the survey participants, they expressed that time, family, or work-life might be barriers to engaging as volunteers and donors. Many participants also acknowledged the role of ensuring communications and marketing is appropriately directed to the Latino community. Nonprofit organizations also have an opportunity to educate their Latino constituents on the various ways to make a contribution besides writing a check. Several participants also noted the importance of creating a pipeline for and with the Latino community to ensure they have a seat at the decision-making table. Table 7 outlines the responses for each interview participant.

Table 7: Question 5 Expert Interview Responses

	Expert Interview Response
P.1	A Latino serving organization needs to invest in having diverse staff—without a Latino staff, there is a lack of trust.
P.2	Volunteering can be a challenge for Latinos due to their family, environmental, or work life; There might also be some logistical or legal challenges for Latinos to volunteer; Mentorship can eliminate challenges and barriers to engage more in nonprofits as volunteers or donors.
P.3	Increase financial literacy among the Latino community; Allyship is important in bringing more Latinos to the decision-making table; A lack of Latino board member representation for a Latino-serving organization is a barrier as it does not build trust within the community
P.4	The Latino community is not aware of the various ways to give to an organization; In order to build trust there needs to be equitable representation; Collectively, we must change the dialogue around Latinos not being seen as philanthropists.
P.5	Latinos are not seen as philanthropists and are not asked to give in the same ways as other white and wealthy communities; There's a misconception that wealthy Latinos do not exist and don't that the capacity to give.
P.6	It's important to recognize that the staff of latino-serving organizations are reflected in its staff; Include marketing materials and resources in Spanish; Time might be a barrier to Latino families with children to volunteer; However, first-generation Latino college students tend to be very engaged as volunteers

P.7	There's a lack of resources and opportunities available to the Latino community about engagement opportunities; Organizations can build on generating greater awareness; Time might be a barrier for Latino families.
P.8	We need to develop a pipeline to cultivate future Latino leaders and relationships; Latinos have been part of that pipeline or have not been engaged in creating that pipeline.
P.9	We need to collect better data around the Latino community in how they engage as volunteers and donors; Create a pipeline and resources for the Latino community; HIP has developed a crowdfunding platform called HIPGive.
P.10	We need to capture more time, talent, and treasure from the Latino community; We need to dispel the myth that poor people do not give when in fact, they've been extremely generous.

Source: Author's creation. Cristina Chavez, 2020.

The sixth question seeks to understand what tools, resources, or support the Latino community needs in order to engage in philanthropy. All respondents agreed that it's important to direct resources that are culturally sensitive. Participant #8 noted the importance of having targeted programs, media, inclusion, and mentorship (D. Campoamor, April 21, 2020). Mentorship plays a key role in supporting the diverse Latino community. By facilitating more mentorship opportunities for the Latino community, nonprofit organizations can begin to build a more diverse donor and leadership pipeline. Participant #9 posed the question, "how do we give Latinos the resources in addition to breaking down those systems?" (A. Delgado, personal communication, May 1, 2020). Understanding the complexities behind our systems of oppression that have prevented communities of color from rising to leadership positions can help inform nonprofit organizations to create equitable, diverse, and inclusive spaces for the Latino community. Table 8 outlines the responses for each interview participant.

Table 8: Question 6 Expert Interview Responses

	Expert Interview Response
P.1	Use appropriate channels to communicate with Latino communicate.

P.2	In light of COVID-19 provide structural support to Latino community such as technology
P.3	Provide financial literacy tools to educate Latino community to different options to give; Greater education around wealth management; More mentorship opportunities; Create more spaces for Latinos to gather in community
P.4	Organizations need to understanding how they are competing for their time especially when they have other priorities
P.5	Unlike the Latino Community Foundation, there have not been organizations who have prioritized engaging the Latino community; It's important that those who are in seats of power engage the Latino community authentically and genuinely.
P.6	Ensure Latinos have a seat at the table and are invited to serve; It's important that communications and marketing are reflective of the Latino community experience.
P.7	It's important to have different modes of communication and meet them where they are at; Speak Spanish appropriately at the right tone, time, and place.
P.8	As of right now, there is no Chronicle of Philanthropy for the Latino community; Make sure to have targeted programs, media, and inclusion; Mentorship plays an essential role in creating a pipeline to build future Latino leaders.
P.9	Mentorship is critical in creating a pipeline; It's important to understand the complex systems that have prevented communities of color from rising to leadership positions
P.10	More philanthropic activity needs to be more visible among large philanthropic institutions and foundations by creating a network of partnerships; provide more mentoring opportunities.

Source: Author's creation. Cristina Chavez, 2020.

The seventh question identifies a potential sustainable pathway for the Latino community to engage more deeply in philanthropy. Cultivating meaningful relationships emerged as the most important and common theme among interview participants. Mentorship plays a key role in cultivating future leaders in building a sustainable pathway for Latino community engagement. Participant #9 acknowledged the value of a volunteer's time, money, and personal contacts are an asset (D. Campoamor, April 21, 2020). Understanding the barrier that exists can aid in shift the current state of philanthropy (A. Delgado, personal communication, May 1, 2020). Additionally, it's important to acknowledge the diversity of your constituents as participant #4 shared how their colleague encourages their staff to not make assumptions of who can and who

will give to your cause (A. Saldivar, personal communication, April 14, 2020). Table 9 outlines the responses for each interview participant.

Table 9: Question 7 Expert Interview Responses

	Expert Interview Response
P.1	Create culturally sensitive programs; Engage Latinos at an early age; Engage Latina community who holds a lot of power and wealth as many of them rise in their education; invest intentionally
P.2	It's important to not just consider high capacity Latino donors, but it's important to identify Latinos who can give consistently.
P.3	People like to give to people and organizations they like; focus on building relationships and make genuine investments
P.4	The Latino community needs to feel invested in in order to give back; Nonprofits need to intentionally communicate with their communities; Nurture relationships with your constituents; embed volunteers in the fabric of the organization and that can carry forward in a variety of ways.
P.5	Engage professionals; create spaces of inclusion to hear stories and connect volunteers to meaningful opportunities
P.6	Giving Circles would be a great pathway to engage and mobilize volunteers to donate.
P.7	Create inclusive spaces for Latinos to learn, engage, and cultivate relationships as a community which will provide an opening for donors.
P.8	It's important for nonprofits to have a diversified portfolio and ensure that it is balanced; Time and contacts are an asset which can be leveraged; Cultivate constituents appropriately over a period of time; Identify valuable networks and how they operate.
P.9	Cultivate leaders for nonprofits and mentorship can be an effective tool; Understand the barriers that exist in order to shift the current status of philanthropy; Philanthropy operates within a network so it's important to understand the complexities of the networks.
P.10	Provide more meaning mentorship opportunities; Build a network of support on the individual level and institutional level.

Source: Author's creation. Cristina Chavez, 2020.

The eighth question seeks to identify gaps and opportunities for the Latino community to engage in philanthropy. One common theme from participants is the lack of representation in board leadership. One way to diversify boards is to create a pipeline for Latino leaders and build a network of support. As noted by participant #4, all of this can only be accomplished with trust

between the nonprofit sector and the Latino community (A. Saldivar, personal communication, April 14, 2020). According to participant #4, “we work at the speed of trust—trust requires a lot of relationship building and is a cornerstone of our work” (A. Saldivar, personal communication, April 14, 2020). By building networks and systems of trust, the Latino community can be activated. Table 10 outlines the responses for each interview participant.

Table 10: Question 8 Expert Interview Responses

	Expert Interview Response
P.1	Focus on prospect research and planning
P.2	Organizations must diversifying their board of directors and tapping into the Latino community will be essential
P.3	There’s an opportunity for more education of wealth management for the Latino community; Wealth management is not just for the wealthy, but it should be for everyone.
P.4	We should not put limits on potential philanthropists; We work at the speed of trust. Trust requires a lot of relationship building. Trust is a cornerstone of our work; Traditional philanthropy is obscure and storytelling is an opportunity to demystify how and who gives; we must also call and acknowledge our volunteers as philanthropists because they are donors of their time.
P.5	It’s important for Latinos to understand how they want to engage and serve; It’s important to identify the communication that works for them as this will shape the type of relationships that evolve.
P.6	The Latino community should identify the causes that are most important to them; Use your voice and invest in causes that effect change to give power to those causes.
P.7	There’s an opportunity for more Latinos to rally behind nonprofit organization; We have an opportunity to celebrate our differences.
P.8	Latinos can be more involved by engaging in mainstream organization; Organizations can leverage time, treasure, and talent; Focus on connecting with networks
P.9	There’s an opportunity to proactively seek out philanthropic partnerships; ask questions that contribute to the larger conversation; network with other community organizations; Demand equity with philanthropy.
P.10	Large philanthropic institutions and foundations must lead with equity and break down the barriers of institutional racism.

Source: Author’s creation. Cristina Chavez, 2020.

The final question seeks to imagine what the future of philanthropy looks like for the Latino community and identify any trends that shape that pathway. All participant responses demonstrated optimism and hope for a positive future where all Latinos are activated to be more engaged. As noted by participant #4, it is in the best interest of the Latino community and nonprofits to leverage one another (A. Saldivar, personal communication, April 14, 2020). However, the groundwork must be laid around intergenerational wealth so we can break free from this belief system of scarcity so what we contribute is an investment and we will continue to have more—and that our wealth and generosity is abundant (A. Saldivar, personal communication, April 14, 2020). As the Latino population continues to grow and evolve into the largest minority population, organizations will need to activate the community. The Latino community must own the power they have to transform the communities in which they live because there is abundant wealth (A. Saldivar, personal communication, April 14, 2020). Table 11 outlines the responses for each interview participant.

Table 11: Question 9 Expert Interview Responses

	Expert Interview Response
P.1	Engaging the Latino community will be essential in diversifying the field of philanthropy.
P.2	The philanthropic landscape is slowly diversifying; As the needs of the Latino community evolves, so is the need for more Latinos to sit in positions of power, especially as board members.
P.3	Foundations need to award more unrestricted funding; The Latino community needs influencers who are going to raise awareness and move the needle forward.
P.4	Owning the power they [Latinos] have to transform the community in which they live because there is abundant wealth within the Latino community; A lot of the groundwork to be laid is around intergenerational wealth so we can break free from this belief system of scarcity so what we contribute is an investment and we will continue to have more—and that our wealth and generosity is abundant; It is both in the interest of the Latino community and nonprofits to leverage the Latino community.

P.5	We must consider how funding is allocated so that more Latinos enter this space; There's an opportunity to cultivate Latino professionals to enter philanthropy, especially in foundations; we must challenge the current systems that exists and work to diversify leadership
P.6	Latino philanthropy should be self-directed; The Latino community needs support from driven, dedicated, and influention leaders.
P.7	It's important that philanthropy is for us and by us; We will see more partnerships and people coming together to join forces
P.8	Philanthropy needs to move from reactive and responsive to strategic; Philanthropy by Latinos can grow by focusing on the following: 1. We need to continue to make a more compelling case for institutional philanthropy 2. We need to generate counterpart donations and have skin in the game 3. Develop more strategic and collective giving by create opportunities to partner and shape the landscape of philanthropy.
P.9	In partnership with Candid, Hispanics in Philanthropy has developed a dashboard to display how funding is distributed to the Latinx community
P.10	The Latino population will continue to grow as the largest ethnic population according to the census; Philanthropy must consider and take action by leveraging the influential positions of power for good and equity; The short term will be difficult for the Latino community as they are most vulnerable during these times, but in the long run, the Latino community will continue to thrive.

Source: Author's creation. Cristina Chavez, 2020.

Section 4: Data Analysis

Based on the findings from the literature review and ten expert interviews, several themes emerged to understand the landscape of Latino volunteerism and philanthropy. These findings have been separated by four areas as trends, gaps and opportunities tools, resources, and support and how to create a sustainable pathway moving forward.

Trends

Beginning with trends, it's important to acknowledge how philanthropy has always been embedded in the fabric of Latino culture, family, and religious organizations. Philanthropy in this context is not a trend, but rather a value of the Latino community. However, it is important to note the importance that philanthropy has had on the Latino community with generous actions of

giving. A spirit of generosity has always been valued which has also helped to fuel collective movements, such as the National Farm Worker Association founded by Cesar Chavez. Collective movement such as these are exemplary of the spirit of volunteerism and philanthropy in the United States. Additionally, expert interviews confirmed how employment and education plays a role in the likelihood of Latinos who volunteer and give based on the literature review. However, several interview experts noted the generosity of the Latino community despite their lack of wealth. In fact, Latino communities who do not hold large sums of wealth tend to be more generous in how they support their community, especially religious based organizations.

Gaps and Opportunities

The gaps and opportunities emerged from the literature review and expert interviews provided insight and offer a lens into the Latino community. The most common theme that emerged from expert interviews is the lack of Latinos who hold leadership positions in the nonprofit sector. While Latino leaders do exist, there is a leadership pipeline gap for Latinos in the United States. This gap presents an opportunity for organizations to build a pipeline to support emerging Latino leaders to rise to leadership position. However, there are strong efforts being pushed forward by organizations such as Hispanics in Philanthropy and the Hispanic Foundation of Silicon Valley to create leadership institutes. These leadership institutes and development programs aim to cultivate Latinos to lead in nonprofit organizations, public, and private sector. By cultivating Latinos through structured leadership programs, these efforts then begin to build a pipeline. Not only is it important to cultivate Latino leaders, but it also lends to prioritizing diversity and working to ensure leadership reflects the community it serves. As

shared by several experts, the Latino community trusts Latino-serving organizations when their leadership appropriately reflects the community it serves. Representation at all levels will be essential in creating trust among the Latino community.

Additionally, the gaps presented also identify lack of collected data among Latino volunteers and philanthropy. This presents an opportunity for the sector to collect this data which will inform its mission, strategies, and goals of the organization. This data will inform how nonprofits engage and solicit the Latino community. With better data collection, it is also vital for organizations not to work in isolation, but rather develop partnerships and coalitions. This is an opportunity for the sector to work towards shared goals. Coordinated efforts will not only bring the sector together, but also work to engage the largest minority population in the United States.

Tools, Resources, and Support

In regards to tools, resources and support needed for the Latino community, several themes emerged. Investing in Latino leaders continues to emerge as the most common theme among interview participants which speaks to the importance and need. With more efforts directed towards cultivating Latino leaders, this will create spaces for Latinos to play a strong role in the decision-making process within the nonprofit sector. More inclusive leadership representation will lead to decision making that is with and for the community, giving people a voice at the table. In order to support these leadership investment efforts, mentorship will play a key role in the process. Mentorship not only provides a space for guidance, but advocacy and

sponsorship. In order to attain more leadership roles, Latinos will need mentors to help advocate for them.

Creating a Sustainable Pathway

Support for the Latino community also requires more education around various ways to give. The Latino community tends to give spontaneously rather than making investments. This presents an opportunity for the sector to better educate the Latino community on different ways to give. In addition to education, the Latino community needs inclusive spaces to gather and share their story. Fundraising is essentially relationship building which creates space for communities to be seen, heard, and valued. Cultivating these relationships in fundraising can help in giving power to the Latino community and creating inclusive spaces that bring forth their priorities.

In conclusion, these findings revealed different ways to engage the Latino community. For example, giving circles are extremely effective within the Latino community. The Latino Community Foundation created a giving circle model that represents the shared values and priorities for the Latino community that raises funds for and by the community. Giving circle models create inclusive spaces for collective fundraising.

The nonprofit sector has an opportunity to work towards demystifying the field of philanthropy for the Latino community. This entails working to deconstruct the systemic barriers that have prevented the Latino community from engaging in these spaces. Traditional philanthropy was built to aid and protect the wealthy with tax breaks. Working to break down these systemic barriers requires sector-wide coalition willing to tackle this issue. However, this

can only happen so long as the sector practices a culture that is inclusive. Otherwise, these efforts will remain useless. Engaging the Latino community in volunteerism and philanthropy is in the best interest of our collective community.

Section 5: Latino Engagement Trust Model

Emerging from the analysis is a model build on trust. To reiterate the importance of trust, Adriana Saldivar of the Latino Community Foundation shared how “we work at the speed of trust and trust require a lot of relationship building and is a cornerstone of our work” (personal communication, April 14, 2020). Trust is the foundation on which the sector should engage the Latino community in volunteerism and philanthropy. The following are five areas in which the sector should focus initiatives that put the Latino community at the center. A visualization of the Latino Engagement Trust Model is presented in Figure 3.

Figure 3 Visualization of the Latino Engagement Trust Model



Source: Author's creation. Cristina Chavez, 2020.

Communication

Beginning with communication, the sector should ensure to have inclusive programs, messages, campaigns, and media that reflects the lived experience of the Latino community. Speaking with and to the Latino community in an authentic voice gives light to their lived experiences. Proper communication should also entail proper use of those communication channels that also solicit feedback. It's important to meet the community where they are.

Education

The second area stresses the importance of education. As shared before, educating the Latino community on how and where to give can aid in directing funds to top priorities. Through education, the sector can work to deeply engage the community and create inclusive spaces for constructive dialogue.

Cultural Sensitivity and Awareness

The third area of focus will center around cultural sensitivity and awareness. The nonprofit sector needs to understand, acknowledge work alongside the Latino community to break down the barrier that have prevented them from engaging in traditional philanthropy. This area involves developing a growth mindset focus on listening and learning to understand the complexities of these systemic barriers. Authenticity and transparency will be the vehicle in which to work towards creating a culture of awareness and sensitivity.

Integration

The fourth area, integration requires full participation. The Latino community brings a unique set of skills, talents, and networks that the nonprofit sector should work to understand. Full integration also creating meaningful opportunities for engagement that sheds light on the community's valuable skills, talents, and networks. By integrating the community in the process, this helps to create autonomy and space to be part of the dialogue. Full integration will require to tap into networks with funders, influencers, and leaders. Fostering these trusting relationships will lead to strong allies.

Leadership

The fifth area, leadership is the most essential to ensuring trustworthy relationships. Building a pipeline for more Latino leaders will help elevate the community to ensure all priorities and goals align. The Latino community have always been strong leaders pulling from their collectivist power, however, the sector has an opportunity to create meaningful pathways for Latino leaders to rise into decision-making seats. It is in the best interest of the sector and the Latino community to cultivate leaders that can activate communities.

Section 6: Recommendations

Based on the findings from this research, several recommendations emerged that seek further exploration around the topic of Latino volunteerism and philanthropy. These recommendation stem from insights from the participant interviews, but also observations of the nonprofit sector. It is important to acknowledge that this work must be an ongoing learning experience rooted in equitable opportunities. Together in community, the nonprofit sector and

Latino community can work together to confront the greatest challenges that local and global communities face today. This work can only be achieved by breaking down barriers and working to build new systems that empower communities.

Constructive Dialogue

The first recommendation is to lead with constructive dialogue. It's important to discuss the challenges and barriers in place that remove power from minority and marginalized communities. These challenges and barriers are systemic and nonprofits must be part of the solution to break down institutional racism and discrimination. Constructive dialogues that leads to sustainable solutions will help chart a pathway forward.

Prioritize Diversity

The second recommendation is to prioritize diversity. The nonprofit sector must ensure that diversity is embedded as a value and into the culture of the organization. Organizational policy must reflect diversity and representation of all communities. Most importantly, nonprofits must increase the diversity of foundation leadership, especially among trustees and executives who greatly influence institutional direction, policy, and program rules. Essentially the organization must reflect the diversity of the community in which it serves.

Comprehensive Data Collection

The third recommendation is to focus on better data collection of the Latino community. Throughout this research analysis, it is imperative to understand the community's nonprofits engage through volunteerism and philanthropy. These efforts can begin with prospect research

that can aid in understanding the Latino communities that nonprofits seek to engage. Better data collection can inform nonprofit strategies, goals, and desired outcomes. With increased data collection efforts, nonprofits can better understand their impact on the communities they serve.

Network Building

The fourth recommendation aims at building a network of nonprofits who prioritize diversity in philanthropy. By establishing a network, nonprofit organizations can work together to unite resources, share insights, and establish goals centered around diversifying philanthropy. By collaborating on these efforts, nonprofit organizations can work towards shared goals. Additionally, allyship will be an important factor as nonprofit organizations work to diversify the landscape of philanthropy.

Storytelling

The fifth recommendation involves the power of storytelling. Storytelling will be essential in how diversity is shared locally and globally. Nonprofit organizations should work towards shedding a light on diversity and raising the visibility of the Latino community. How these stories are shared and by whom will be just as important. Nonprofit organizations must ensure these stories are shared appropriately through the right channels.

Cultivate Leaders

The sixth recommendation must focus on cultivating leaders. While many Latino-serving organizations have established leadership programs to cultivate the next generation of Latino leaders, nonprofit organizations should work towards partnering with these organizations.

Hispanics in Philanthropy and The Hispanic Foundation of Silicon Valley are two exemplary organizations that prioritize cultivating Latino leaders to expand the donor pipeline. The next generation of Latino will then lead with experience, compassion, and courage towards empowering the Latino community.

Section 7: Conclusion

In conclusion, As the Latino population in the U.S. continues to grow, this presents an opportunity for the nonprofit sector to better understand, invest, and to deepen engagement with the Latino community through activating volunteerism and philanthropy. It is in the best interest of the nonprofit sector to work together with the Latino community in mission. By understanding the historical, social, and cultural contexts that surround the topic of volunteerism and philanthropy, nonprofit organizations can develop innovative pathways to activate the power of the Latino community. Recognizing and working to remove the barriers that have long prevented the Latino community from engaging in philanthropy, can help inform how nonprofit organizations how to engage the Latino community meaningfully and effectively. Building a foundation centered on trust will chart the pathway forward and must be the cornerstone of volunteerism and philanthropy. By applying the elements of communication, cultural sensitivity and awareness, integration, leadership, and education from the engagement trust model, the nonprofit sector can activate volunteerism and philanthropy.

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Author's Bio

Cristina Chavez is the Assistant Director in Alumni Engagement for the Office of Development at the University of San Francisco. Cristina manages all alumni regional councils across California to cultivate, engage, and enhance the volunteer pipeline for USF's 110,000+ alumni. Jesuit-educated, Cristina is passionate about social justice, elevating communities of color, and creating equitable opportunities for all. Cristina has over 10 years of experience working with nonprofit organizations in a variety of capacities, such as volunteer management and engagement. Cristina's aspiration is to be a leader in the nonprofit sector and work for an organization that empowers communities of color with equitable opportunities. She is currently pursuing her graduate degree in Nonprofit Administration at the University of San Francisco, and she has a B.A. in Urban Studies from Loyola Marymount University.