It’s about capacity, not ability: Minority CEOs

Moises Ramirez

NPA 622: Nonprofit Data Analysis-Capstone

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Instructor: Dr. Marco Tavanti
OVERVIEW/INTRODUCTION

- My project reviews the barriers and challenges within the nonprofit sector that qualified minorities face when seeking higher level leadership positions, in this case the CEO position. This presentation will show the shortcomings of the nonprofit sector regarding the implementation of diversity, equity, and inclusion. Additionally, there will be tips and tools that can be implemented in any nonprofit that will help create capacity for minorities to seek and attain CEO positions in the nonprofit sector.
Objectives and Values

Research Questions
What are the greatest professional needs in the nonprofit sector for aspiring black and brown CEOs?

How can a nonprofit grow a diverse and inclusive culture that encourages black and brown people to develop into the CEO position?

Objectives
To understand how and why there are inequities that make it harder for minorities to become CEOs in the nonprofit sector.

Provide recommendations that any nonprofit could implement in order to create a more equitable nonprofit sector.
Methods and Approaches

Conducted 5 expert interviews that ranged from CEOs and Executive Directors of nonprofits and consulting firms. The experts involved in the interviews were from the Bay Area, Southern California and New York City. The interviewees were all minorities by ethnicity, gender or both.
METHODS AND APPROACHES Cont’d.

**Literature Review**

- Peer reviewed articles
- Scholarly journals
- Nonprofit publications
  - The Chronicle of Philanthropy
  - Nonprofit Quarterly
  - The Center for effective Philanthropy
Data Analysis

Population Reflection: Organizational Leadership

- **70%** of Organizations Full Staff believe it is Very or Extremely Important for nonprofits to reflect the population(s) they seek to serve.
- **61%** of Organization's Board of Directors believe it is Very or Extremely Important for nonprofits to reflect the population(s) they serve very or extremely well.
- **55%** of Organization's Senior Leadership believe it is Very or Extremely Important for nonprofits to reflect the population(s) they serve very or extremely well.

Source: The Center for Effective Philanthropy

2009-2019
15,000 respondents

MNA Master of Nonprofit Administration

University of San Francisco
DATA ANALYSIS

Grantee Perception Report (GPR) Survey Executive Directors

- White - 75%
- African-American or Black - 9%
- Hispanic or Latinx - 6%
- Asian - 4%
- Multiracial - 3%
- American Indian or Alaskan Native - 1%
- Pacific Islander or Native Hawaiian - 4%
- Race/Ethnicity not listed - 1%

Source: The Center for Effective Philanthropy

2009-2019
15,000 respondents
LITERATURE REVIEW

- The Chronicle of Philanthropy: Diversity on Hold
  • 2009: 5 POC at top 100 Charities (Largest)
  • 2019: 13 POC at top 100 Charities (Largest)
  • 2020: 11 POC at top 100 Charities (Largest)
    • Top 100 Ranking by Private Gifts
    • 9 in 10 leaders are White
    • Top 100 Ranking by Favorite Charities
    • 89 of 100 are led by White leaders
LITERATURE REVIEW

Whiteness and Masculinity in nonprofit organizations: Law, money, and institutional Race and Gender (Heckler, N., 2019.)

- Foundation of the nonprofit sector come from Whiteman and business practices
- Led to the mirroring effect in which the nonprofit sector has mirrored the business sector
- Silence, nervousness, and blindness maintains masculinity and whiteness in the sector.
LITERATURE REVIEW

Black Women in Nonprofits Matter (Lee, 2020)

- Boards need to engage in equity and inclusion work
- Eliminate “give/get” on boards
- Check your search for talent firm
- Stop posting jobs that aren’t truly available
- Black women leaders don’t need to be validated by white men
- Don’t undermine Black women’s leadership
- Pay Black women
- Black women need sponsors
- Fund Black women
- Reckon with racism
1. Billy Coleman, ED – Today’s Youth Matter (March 18, 2021)
2. Dwayne Marsh, CEO – Northern California Grantmakers (March 30, 2021)
3. Aila Malik, Interim CEO – First Place for Youth, Founder/Principal – Venture Leadership Consulting (May 10, 2021)
4. Suzanne Brown, ED – Southern California, First Place for Youth (May 10, 2021)
5. Dr. Danielle R. Moss, CEO – Oliver Scholars (May 12, 2021)
IMPLICATIONS

- Networks matter
- Unequal funding from Philanthropy
- Sponsorship and Mentorship
- Governing Boards need to be challenged
- Masculinity and Whiteness needs to be addressed
- Minority leadership needs to be supported
- Reckoning of Racism
- Acknowledge of inequities
RECOMMENDATIONS

1. Mentorship/Allyship need to become sponsorship for minorities.

2. Utilizing your network to help an upcoming minority CEO.

3. Utilizing your power to help an upcoming minority CEO (i.e., board chair).
RECOMMENDATIONS

1. Policies and procedures within a nonprofit must change in order to garner equitable opportunities.

2. Minorities need to be given the room:
   • To make mistakes;
   • Capacity to ask for help; and
   • Opportunities for growth.

3. Nonprofit organizations must trust and support the leadership of minority CEOs without second guessing or undermining their decisions.
RECOMMENDATIONS

1. Inform other staff members and other nonprofit board members about the important changes that need to happen within the sector.

2. Addressing foundations about the importance of supporting and funding minority CEOs.

3. Challenging organizational cultures and practices.
   • Bringing up questions on why there haven’t been minority CEOs and how to change the narrative to reflective the population you serve?
REFERENCES


My capstone reviews the barriers and challenges within the nonprofit sector that minorities face when seeking executive level leadership, specifically at the CEO and ED position.

To discover and bring to light the inequities that exist in the nonprofit sector, in order to address and bring about solutions that lead to Diversity, Equity, and Inclusion. Additionally, showcasing how the nonprofit sector can build capacity for executive leadership among aspiring minority leaders.

What are the greatest challenges in the nonprofit sector for aspiring Black and Brown CEOs? How can a nonprofit grow a culture that encourages Black and Brown people to develop into the CEO position?

Conducted 5 expert interviews that ranged from CEOs and EDs of nonprofits and consulting firms. I also used EBSCO to find peer reviewed articles, scholarly journals, and nonprofit publications such as The Chronicle of Philanthropy, Nonprofit Quarterly, The Center for Effective Philanthropy were used.

The nonprofit sector is not detached from the American story of white supremacy and masculinity.

Minorities who seek executive leadership often face barriers and challenges that are outside of their control.

There is still not an adequate amount of proper representation of minorities in leadership within the nonprofit sector.

1. Sponsorship: Mentoring/Allyship need to become sponsorship. Utilize your influence, power, network to help upcoming minority CEOs.

2. Partnership: Minorities need to be given room to make mistakes, ask for help, and have opportunities to grow. Boards must trust and support minority CEOs.

3. Advocacy: Share with staff, board members, Philanthropist the important changes that need to happen in the sector for there to be DEI for minority leaders at the executive level of leadership.

REFERENCES


