Racism and the Nonprofit Sector

by

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Abstract

This capstone research paper is an exploration of the scope of the issue of racism in the United States and an examination of the nonprofit sector's role in dismantling racism in order to create an equal and just society. The research and data analysis reveals the limitations that the social sector encounters in reaching this goal, primarily the lack of diversity in the sector itself. The literature review sources research from various authors. In *The New Jim Crow* Michelle Alexander (2010) discusses the stark reality of mass incarceration of people of color and institutionalized racism. The subject of income inequality is presented by Dalton Conley in his book *Being Black, Living in the Red* (1999). The topic of white homogeneity and the lack of diversity within the nonprofit sector is presented drawing on evidence from the research of Derbane Dubose (2014) and Rosetta Thurman's article *Philanthropy Doesn't Care About Black People* (2007). Also included in the literature is statistical information sourced from peer review articles from the Nonprofit Quarterly Review, Sage Publications, Policy, and Politics, among others. The data collection includes an analysis of the methodologies of a selection of nonprofit organizations, describing the various tactics that are used in the nonprofit sector to address racism, and synthesised into a table. Direct sources include interviews from nonprofit sector professionals in organizations that use various methodological approaches. Further data collection to support the research includes a survey of the USF MNA 2017 cohort that addresses cultural diversity. Finally, recommendations are offered to support the inclusion of people of color to increase the overall impact of the civil rights work in the nonprofit sector.

Keywords

Racism, Diversity, Black, Latino, African-American, Nonprofit Sector, Policies, Civil Rights, Human Rights, People of Color, Methodologies, Millennials, Mass Incarceration, Income Inequality

Acknowledgments

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Introduction

What is role of the nonprofit sector in dismantling racism? What are the limitations of the nonprofit organizations that are working towards this goal? These are two main questions that are addressed in this capstone research project. The data that is collected through the literature review, evaluation of nonprofit's methodologies, as well as data analysis of a questionnaire all work together to answer the above research questions. The hypothesis of this study is that organizations increase anti-racism efforts by empowering people of color in leadership roles. The nonprofit sector will need to prioritize programs and enact policies that attract and support diversity and inclusion. The information in this paper presents evidence supporting this hypothesis.

The literature review first presents the scope of the issue of structural racism in the United States. To fully understand racism, it is important to realize the historical context from which racism has developed. The research includes the history of nonprofit organizations with missions that focus on civil rights and social justice. The second main question is also addressed in the literature review, with the most prominent deficiency of the social sector identified as a major lack of diversity within the sector itself. Toi Sing Woo, a nonprofit professional who formerly held the position of Anti-racism Coordinator at Solid Ground, explained: "Social capital is based on race. White people have more social capital. When you have social capital that you can maximize, doors open for you, you have mentors who will support you and push you, you will have opportunities for professional development where folks of color may not have and just by the privilege of the color of your skin, you are never doubted. You are taken seriously, whereas people of color are denied the chance to tell their story and have it taken seriously" (2017). According to Woo, there is a dominant mentality of white people who work in nonprofits to disregard their internal biases and discriminations because they are employed by an anti-racism organization (or work directly to serve people of color). Woo argues that the many nonprofit organizations need a major dismantling and restructuring internally, in order to create the cultural change needed to support true anti-racism work.

The Oxford Living Dictionary defines racism as "Prejudice, discrimination, or antagonism directed against someone of a different race based on the belief that one's own race is superior" (2017). Relying on a worldview that perceives differences in human beings because of the color of a person's skin is not only ethically and morally flawed, but scientific research reveals that 'race' is truly skin deep. The Harvard-trained scientist Spencer Wells, Ph.D explains: "Racism is not only socially divisive, but also scientifically incorrect. We are all descendants of people who lived in Africa recently, we are all Africans under the skin" (Hammonds 2008). Unfortunately, regardless of the scientific facts, racism is a prominent paradigm of society, embedded into every institution. This is referred to as *Institutional Racism* or *Structural Racism,* terms that will be addressed further in this paper.

The conclusion that Woo, as well as other sources present is reinforced in the research of this paper through the data collection and analysis. Data from the questionnaire supports evidence from the literature research and expert interviews with quantitative statistics. The research supports the idea that racism can be mitigated and some day eradicated in part by the efforts of the social sector. Importantly however, this goal can only be accomplished if the inherent biases and discrimination in organizations are addressed by the sector itself. Surprisingly, the topic of the work of the nonprofit sector in mitigating racism is not well studied overall. Therefore, this paper is one part of the important research that should be continued by individuals interested in ending racism in the United States and worldwide.

Literature Review: Racism, A Human Rights Issue

We hold these truths to be self-evident that all men are created equal...
The Declaration of Independence
of the United States of America

Racism continues to create a divide in the United States between people that infiltrates into every aspect of the society. With the recent 2016 election of a president infamous for racist hate-speech, replacing the first African-American elected to the White House, it would seem as if the issue is only getting worse. Even under the Obama administration, police brutality has gone rampant and unchecked, and poverty and oppression is increasing-- especially for people of color*. The economic recession of the last decade also contributed greatly to the methodical devaluing of human lives. Systemic racism is beyond a civil rights issue, it is a human rights issue. As Dr. Martin Luther King Jr. stated: "Injustice anywhere is a threat to justice everywhere". The oppression of one group of people has a negative effect on the entire society, therefore it is a shared responsibility to find solutions before society regresses on the trend of outdated values of white supremacy and facism. The nonprofit sector plays an important part role to mitigate the effects of systemic racism, but the impact is limited by the very institutional, judicial and financial structures that support the sector itself, a subject that is discussed further in this paper.

Reviewing the history of the treatment of people of color in the United States reveals that racism is a product of long-standing discrimination, based off of the notion that Black people are less important and have less social capital than white people. This idea is a result of years of oppression by European colonizers in the slave trade, a time when people of color were not considered people at all, but property to be bought and sold (Behnken 2016). In *Before the Mayflower: A History of Black America* (1969), author Leron Bennett Jr. explains that from the establishment of the earliest American colonies in the mid-1600s, the economic system developed out of the human slavery organized around the distribution of melanin in human skin. Virginia and Maryland enacted laws in the 1660s that forbade intermarriage and made Blacks slaves for life.

Children born of African women were ruled 'slave' or 'free' according to the status of the mother. This practice spread to the other colonies with little modifications. What followed, Bennett describes as two important steps. First, the creation of an ideology of racism that justified the subordination of Black Americans (primarily on religious grounds that considered them subhuman). Second is the destruction of the bonds of community between black and white servants, who constituted the majority of the populations. This supported a divide and conquer strategy helping to diffuse class warfare, which is a similar tactic used today that can be seen manifested in mainstream media with the divide between the views and values 'inner city' vs 'suburban' populations, euphemisms for Black vs. White people.   The emancipation of slavery in 1863 released African-Americans from indentured servitude, but the greater issue of white supremacy and lack of diversity in the power structures of the United States is only being addressed recently.

By the efforts of social Movement s such as the Civil Rights Movement of the 1960s and the modern Black Lives Matter Movement, people of color are gaining grounds in terms of public awareness. However, the racist policies built into every institution of society continues to oppress, disempower, and even threatens the lives of Black and Latino people throughout the US. The nonprofit sector uses various methodologies to resolve the issue of structural racism that is built into every institution of the United States, but one major limiting factor is the lack of diversity within the sector itself.

* The term *people of color* is used as a catch-all phrase to describe people from various racial and ethnic backgrounds, including African-Americans, Latinos, Native Americans, etc. Also used in this paper is the term 'Black' to also describe the above noted population.

Mass Incarceration

It is important to understand that the history of the United States is constituted by extreme racial divides. In a nation founded with an economic dependency on slavery, the development of the United States was established in ideologies based in the idea that not all people are created equal. With this understanding, it is clear why the problem is so

prolific, as racist philosophy is woven into the fabric of America. There is a dangerous false belief that racism ended with the Civil Rights Movement in the 1960s. This notion was reinforced by some with the election of our first Black president, Barack Obama. However, looking deeper, there is mounting evidence that racial inequalities have not disappeared, but dangerously changed form.

In her book The New Jim Crow, Michelle Alexander (2010) argues that racism is built into the institutional systems of this country. There is no stronger evidence of this than in the legal system. An epidemic of mass incarceration in the United States is destroying the lives of millions of people, serving as a pipeline to second-class citizenship, with the overwhelming majority African-American. In the 1970s there were only 500,000 people in prisons. Today this number has expanded 500 percent, with the current prison population of over 2 million people. This is the largest population of people incarcerated in any developed country by an *incredible* margin. In fact, this number is much larger than historically oppressive countries such as China and Russia. The connection between mass incarceration and racism is bleak (Alexander, 2010).

The War on Drugs, started in the 1980s with the Reagan administration, fuels the engine of mass incarceration. Michelle Alexander further asserts that a racist political agendas lead to subversive discriminatory policies. Without being outright racist, politicians created a metaphor for people of color as criminals, a dynamic that has led the rise of the prison industrial complex. It is clear that the politics of the War on Drugs is founded in racist policies by studying the statistics. Although African Americans only make up 13 percent of the population of the United States, they constitute over 40 percent of people in prisons and jails. To make it worse, the laws are regulated through the use of financial incentives for police to arrest and charge individuals with drug crimes. Driven by the interest in the benefits that the government provides to police forces, arrests become a numbers game (Alexander, 2010).

African-Americans are not the only population targeted by the legal system, people of hispanic descent are also far more likely to be convicted and charged with a crime. Including Latinos, the prison population has changed from 30 percent people of color in the 1970s to nearly 70 percent in 2012 (Kilgore 2015). In the early 1990s nearly

90 percent of people arrested for a drug related crime were people of color, with a concentration of young Black men (Alexander, 2010). The truth is that people of color are no more likely to sell or use drugs than caucasians. In fact, white people are statistically shown to participate in more drug-related crimes, specifically drug dealing, than people of color (Langan 1995). One must question the underlying reasons for this stark reality.

Is the War on Drugs the new Jim Crow? Michelle Alexander (2010) observed that there is evidence of this truth in the U.S. constitution itself. The 13th Amendment, which legally abolished slavery, is suspect when studied further. The Amendment states that neither slavery nor involuntary servitude is legal, except as a punishment for a crime whereas the party should be duly convicted. The fact is that there are more people under correctional control in the United States today than there were enslaved a decade before the Civil War (Kilgore 2015). There are more people of color stripped of their right to vote than before the Thirteenth Amendment was ratified prohibiting laws that denied the right to vote based on race (Alexander, 2010). Mass incarceration is a system of legal enslavement and has created a vast population of second-class citizens -- the entire system rooted in racist political agendas.

Income Inequality

Another major implication of racism in America is the rising inequality of wages, wealth, and opportunities. Income inequality is a result of disparities based on racial divides and is the causal factor as well the outcome of discrimination. In *Being Black, Living in the Red*, Dalton Conley (1999) reveals that at the time of the Emancipation Proclamation in 1865, African Americans controlled 0.5 percent of all wealth in the United States. In 1990, African Americans controlled one percent of the total wealth of this wealthy nation. John Powell (2002) concludes that over the span of 135 years, African Americans' share of wealth in the United States increased by only one-half of one percentage point. The extreme wealth gap in the United States has been steadily increasing, with the majority of wealth gains concentrated to the top 0.1 percent of citizens (Fry & Kochhar 2014). Currently, the top 0.1 percent are in control of over 42

percent of the total wealth of the US. "The Forbes 100 billionaires are collectively as rich as all Black Americans combined. At current growth rates, it would take Black Americans two hundred and twenty-eight years to have as much wealth as white Americans have today" (Surowiecki 2016). This wealth gap affects all of the other 99 percent of people besides the elite group of billionaires. The negative consequences are disproportionate towards people of color, however. According to a recent study conducted by Demos, a public policy organization promoting democracy and equality, and the Institute on Assets and Social Policy, this inequality is driven by public policy decisions (Sullivan et al. 2011).

In this study, called *The Racial Wealth Gap: Why Policy Matters*, researchers argue that public policy directly impacts the increasing disparities of wealth, and detail three main contributing factors: homeownership, education, and labor markets. The research draws on data from the Survey of Income and Program Participation (SIPP), a nationally representative survey conducted in 2011. What they found was that the wealth of households of Black families was only 0.6 percent of the wealth of typical white households, and just 0.8 percent of Latino households. The implications of these findings are impactful not only for economically disadvantaged Black and Hispanic individuals, but the entire stability of the U.S. economy. "Huge subsets of the population are excluded from accessing the avenues toward wealth," says Catherine Ruetschlin, senior policy analyst for Demos and a co-author of the report, "and that is a problem for political stability. But it's also a problem for economic stability. As we've seen in reports from big international finance organizations like the (International Monetary Fund) or World Economic Forum, increasing inequality is a source of increasing volatility, and wealth inequality means, when the economy hits a volatile patch, people don't have the resources to withstand those shocks." That, in turn, makes the economy more volatile, says Ruetschlin (Shin, 2015).

The connection between mass incarceration and income inequality may not be obvious, but it is important to consider. As previously mentioned, nearly half of the income-earning members of Black households are systematically removed from the workforce *permanently*, and with that the ability to support their families. Those that do

manage to get parole and return to work are met with extreme barriers, created by racist public policies. Over time, these barriers lead to wealth disparities that are extremely hard to recover from. This could be one of the reasons why only 45 percent of Black families and 47 percent of Latino families own a house, compared to about 73 percent of Whites, according to the study. Moreover, there is also major differences in property value. Houses owned by White Americans are worth on average $85,000 compared to $50,000 for Black homeowners or $45,000 for Latinos (Sullivan et al. 2011).

Home ownership is considered a major part of the 'American Dream', and yet many millions of Americans are living a nightmare. These large disparities in neighborhood income compositions are due, in part, to racial segregation (Reardon, Fox and Townsend 2015). "In short, over the course of the last century, racism leaped from being inscribed in our laws to being inscribed in our land. I consider this inscription of race and power into the structuring of our metropolitan regions the racial justice challenge of the 21st century" (Powell 2002). The difference in home values is a result of discrimination within public policy that dates as far back as the 1934 National Housing Act, which redlined African American neighborhoods, labeling Blacks (and Latinos) as credit risks. Discriminatory lending still exists today, with Black households loans at frequently higher interest rates (Powell 2002). The collapse of the housing bubble in 2008, which negatively impacted the entire U.S. economy, was a major result of these discriminatory, and predatory policies. Even in the aftermath in 2012 the national bank Wells Fargo admitted it had steered African Americans into subprime loans while offering prime loans to white families with similar credit histories (Reardon, Fox and Townsend 2015).

Racial segregation in U.S. neighborhoods also led to disparity in educational opportunities because disadvantaged communities in school districts with low-quality, under-resourced schools, influence students' preparedness for college. Education is a major factor of income inequality with its roots in racial discrimination. The study by Demos and the Institute on Assets and Social Policy indicate that the gap in college education obtained by whites versus people of color has also widened over the last decade. Data from this study shows that 34% of whites completed a four-year college

degree, whereas just 20% of Blacks and 13% of Hispanics did. But even an education does not guarantee the contraction of the wealth gap, because Black and Latino college graduates are still faced with discrimination after they obtain a degree. Further, although a kid who grew up in the projects may grow up to attend an Ivy League college, an education alone is not sufficient for financial success compared to a White counterpart. The same Ivy League graduate from a White family is far more likely to have far-reaching resources and acquired assets from their family. All of the evidence shows that although education is important, it is not enough for a person of color to overcome structural inequalities and build a path to prosperity. The return on investment (ROI) in college is much higher for whites than for Blacks and Hispanics: A white family at the median sees a return of $55,869 from completing a four-year degree. A Black family sees $4,846 and an Hispanic family $4,191. Education is a major factor contributing to economic stability, production of labor markets, as well as building wealth, therefore inequality in education is negatively impacting the United States as a whole.

The last important factor presented by this study is the contribution of the labor markets in the widening wealth gap. As stated before, there is a direct connection between the criminal law policies and the labor market, but the issue goes deeper than mass incarceration. Discrimination based on race is built into every institution of the United States. The ways in which racism affects the labor market are reflected in the statistics, and can arise from employment discrimination, geographic barriers to jobs and differing levels of social capital (Shin 2015). "In the labor market, the wealth return to a dollar of income is first determined by how much of that income you have the opportunity to save," says Ruetschlin. "If you are facing a wealth gap of 80 cents for every dollar a white family makes, that makes you 20% less able to put that dollar into savings, because you may need all of those dollars to fill your consumption needs" (Shin 2015). The unemployment levels of people of color is twice that of white people (Surowiecki 2016). Even if a person of color does secure a job there are still major disparities: the typical white family earns over $50,000 a year compared to just over $32,000 for a Black family and $36,000 for a Latino family. Additionally, the return on investment for a family of color is also disproportionate compared to a White family,

with only $4.80 ROI for every dollar earned by a Black family, and just $3.63 ROI for a Latino family compared to $19.51 for a White family. This means that it is nearly impossible for the earnings of a family of color to lead to substantial increase of wealth. The causes of wealth disparity can be sourced back to the fact that a person of color is less likely to hold a job that offers benefits such as employee-paid health care, a retirement plan, or time off. Therefore, Black and Latino families end up having to pay for these benefits out of pocket, leaving very little assistance to deal with potential emergencies, and very little access to wealth-building vehicles such as tax-advantaged accounts.

The laws of the United States state that it is illegal to discriminate based on race, however, racism endures both subversively and outright. Racist public policies continue to fuel inequalities in all public institutions. Discrimination in the private sector and in banking fuel the rise of income disparities. Many organizations in the nonprofit sector are working towards finding solutions to these problems, but they have a difficult journey ahead. The following section of this paper provides a historical context for the Nonprofit sector's involvement in civil rights and social justice Movements.

History of Nonprofits in Civil Rights

On a warm autumn afternoon in 1863, a Black man was hung to death by his neck in Lawrence, Kansas. Thomas Corlew was put on trial by a group of white citizens, under the accusation of espionage. An article authored by Genevive Yost, authored in 1933 sheds light on the story. Although they never found evidence against him, the excited state of pro-slavery Americans condemned the life of Thomas Corlew (Yost 1933). By the 1880s lynching had reached such a frequency that it became a national epidemic. The peak of lynchings that occurred in the post-reconstruction era between 1880 and 1890 created a state of emergency for Black people throughout the United States, especially in the south (Alexander 2011). The peak year was 1889, with 94 black American citizens reported lynched. The extreme racial violence of this decade was a call-to-action for African Americans and organization was required (Tuttle 2005). At the same time as the mounting violence was building, policies on the national level were systematically

tearing down the work of the Reconstruction era. The passing of the Civil Rights Law of 1875 was meant to ensure that discrimination against Black people was illegal (Altman 1997). However, the interpretation of the law had the opposite effect when congress declared that the enforcement of such a law to state and institutional settings was not within their jurisdiction. This decision ultimately led to statewide discrimination laws, especially in the South; the formation of Jim Crow (Altman 1997).

In the article "The Niagara Movement" in the 1997 edition of The Encyclopedia of African American Heritage, author Kate Tuttle explains the emergence of the early civil rights Movement. In response to the extreme mob violence and discrimination, African Americans began to strategize in community meetings to find solutions to these threats from white supremacists. The first organization, the Afro-American League, was formed in 1887, with the leadership of the charismatic and outspoken news reporter T. Thomas Fortune. As the founder of the most popular Black newspaper, New York Globe, Fortune could communicate his ideas to a vast audience and fuel already existing movements of change. Grassroots community organizing among Black Americans was occurring even before the Civil War and affected important national movements such as the emancipation of slavery and reconstruction (Tuttle 1997).

In his book entitled *An Army of Lions: The Civil Rights Struggle Before the NAACP*, author Shawn Leigh Alexander describes many other organizations that were formed because of outspoken leadership from individuals such as Fortune. These organizations were the predecessors to the formation of the National Association for the Advancement of Colored People (NAACP) (Alexander 2011). Another author to write on this topic is Scott Kirkwood, in his article "And Justice for All", he writes that in the turn of the century of the early 1900s, the Niagara Movement was formed with the leadership of W.E.B. DuBois and William Monroe Trotter. The primary philosophy of the Niagara Movement was in direct opposition of Booker T. Washington's philosophy of "Accommodationism". Both DuBois and Trotter critiqued Washington's assertion of lower expectations of African Americans. The Niagara Movement drafted a 'Declaration of Principles,' part of which stated: We refuse to allow the impression to remain that the Negro-American assents to inferiority, is submissive under oppression and apologetic

before insults. The principles of the Movement focused on equal rights and attempted to procure legal change around issues of crime, economics, religion, health, and education. Along with the Niagara Movement, the National Afro-American Council, the Constitution League, the Committee of Twelve, and the Afro-American League laid the foundation for the success of the NAACP (Kirkwood 2006).

Tuttle explains that the year 1909 marked a shift in the dynamics of the national movements. A violent race riot broke out in Springfield, Illinois, with eight Black people killed and over 2,000 fleeing the city. "Symbolically important because it was the first northern race riot in four decades and because it was in the hometown of Abraham Lincoln, Black and white activists, including members of the Niagara Movement, felt a new more powerful, interracial organization was now needed to combat racism" (Tuttle 2005). Civil rights Movements up until the formation of the NAACP was almost exclusively consisting of African Americans. The interracial leadership quality of the NAACP metaphorically and literally demonstrated the shift into a philosophy of inclusion that supported the goal of social equality (Tuttle 2005).

The uphill struggle of the Black American Movements did not see significant change for another half-century. Drawn from information found in the article entitled Civil Rights Movement in the United States from the Microsoft Encarta Online Encyclopedia (2017), it wasn't until the Civil Rights Movement that people of color could be considered to have any of the basic civil Rights of White Americans. Another half-century has gone by since the Civil Rights Act of 1964, which ended segregation in public places and banned employment discrimination based on color, and yet racial discrimination and violence continues. The Civil Rights Movement was supported by nonprofit organizations such as NAACP, Congress of Racial Equality (CORE), the Black Panther Party, Southern Christian Leadership Conference (SCLC) and The Student Nonviolent Coordinating Committee (SNCC). These organizations, staffed primarily by volunteers, were facilitators for national change. Philanthropy was also crucial in assisting many legal and political endeavors that were necessary to prompt governmental changes in policy. Without the aid of philanthropy, many of the nonprofit organizations that were created during the Civil Rights Movements would not have been able to carry

out their important social justice missions. Today there is continuing support through philanthropic means, to nonprofit organizations with missions that further the work of the Civil Rights Movement and for equal rights in the United States, regardless of the color of skin. Yet, there are some major limitations in philanthropic agendas as well as the nonprofit sector itself that create barriers in dismantling structural racism.

Nonprofit Sector's Main Barrier Addressing Racism:

The Trend of White Homogeneity

Among the various limitations that the nonprofit sector has in the pursuit of dismantling racism, the most important is the demographic of the sector itself. The lack of representation of people of color in the sector as a whole is a major limitation to obtaining equality on a larger scale. It comes down to the simple truth that nonprofits serving communities of color need to have people of color in their staff and leadership. Moreover, in order to dismantle racism and bring about equality as a society, people of all ethnic backgrounds need to have their voices heard. "If we are, in fact, buying into the idea that a White leadership pool is more desirable than one that is racially diverse, are we really getting anywhere with our goals of solving the kinds of problems that could benefit from leaders with first-hand knowledge of the issues?" (Thurman 2007). If the over-arching mission of the nonprofit sector includes equality and human rights, but the stakeholders most impacted by these inequalities are not empowered to participate, then the nonprofit sector is doing disservice to the very cause it hopes to uplift.

Surveys of nonprofit employment reveal the glaring statistics of the lack of diversity within the nonprofit sector. Durbane Dubose authored "The Nonprofit Sector Has a Ferguson Problem" (2014), describing the depth of the issue. He found that the Institutions from the Commongood Careers to American Humanics (now the Nonprofit Leadership Alliance) conducted in-depth studies to collect information about nonprofit employee demographics. These studies find that 9.5 out of 10 philanthropic organizations are led by White people. Only eighteen percent of nonprofits employees are people of color, and of those people, only seven percent are in an executive office position (Dubose

2014). Among foundation presidents, as much as 94 percent are White, and 86 percent of board members across the sector are White (Thurman 2007).

An article by Nonprofit Quarterly called "Racism, Democracy, and the Role of Nonprofits" published by the editors in 2007, addresses the issue of rampant under representation among nonprofit organizations' governance. The article begins with an anecdote about Ralph R. Papitto, the longstanding chair of a board of directors of Roger Williams University, caught using the racist 'N' word when discussing the effort of the university to diversify the student body. A small group of three fellow board members requested Papitto resign because of this incident but were ousted themselves. Two of the three were women. The article reveals that although there is growing equality among men and women in the nonprofit sector, the inequities in terms of diverse representations are as prevalent as ever.

The article's focus is homogeneity of nonprofit governing boards: "This kind of systemic under-representation is part and parcel of institutional racism. It robs people of their rights to self-determination in the very sector that is supposed to embody the soul of pluralistic democracy" (Racism, Democracy, and the Role of Nonprofits, 2007). Data in this article sourced from the Urban Institute shows that fully 51% of all nonprofit boards have only White (non-Hispanic) members, even those that serve non-white populations:

> Notable percentages of them include no corresponding minority group board members. Among nonprofits whose clientele is over 50% Black or African American, 18% include no Black or African American trustees. Among nonprofits whose clientele is 25% to 49% African American, 36% have no Black or African American board members. The percentages are even higher for Hispanics/ Latinos: among nonprofits whose clientele is over 50% Hispanic Latino, 32% have no Hispanic/ Latino members, and the figure climbs to 52% among those whose clientele is 25% to 49% Hispanic/ Latino. (Racism, Democracy, and the Role of Nonprofits, 2007)

The authors make a strong point about the issue of homogeneous Board of Directors that relates back to points that were made earlier in this paper related to income inequality. The article utilizes the story of Ralph R. Papitto as an example of a successful

White man who, over his long tenure as the board president, fills the governing roles with his friends and colleagues-- rich and powerful white professionals. "We in nonprofits always have to think carefully about such power relationships based on money — and what they lead us to" (Racism, Democracy, and the Role of Nonprofits, 2007). Where it leads to is a missed opportunity to create a dynamic board of directors that represents all stakeholders, bringing various perspectives, skills and backgrounds to the table. This is true for all types of organizations, because diversity of leaders with various life experiences enriches the potential impact of any nonprofit.

A New Generation of Nonprofit Leaders

Perhaps the election of America's first mixed-race president, Barack Obama, spurred the conversation across the sectors, but diversity is a hot topic especially in the nonprofit sphere. Many influential institutions, from Charity Navigator to Boardsource are offering resources to help grow the trend towards equality, especially for leadership. There is still a long way to go. The good news is that the emerging leaders in the sector, raised in the generation of millennials, truly care about inclusion. Stephanie Turner and M. Christie Smith co-authored a report, "The Radical Transformation of Diversity and Inclusion".

The millennial influence, contrasting the values and viewpoints of the two active generations in the US workforce. They point out that by 2025 millennials will make up over 75 percent of the workforce and go on to conclude that the millennial generation believes inclusion and a variety of perspectives leads to broader collaboration. These findings contrast with previous generations, which view it from the perspective of representation and assimilation (Turner & Smith 2017).

Millennials Define Diversity Differently
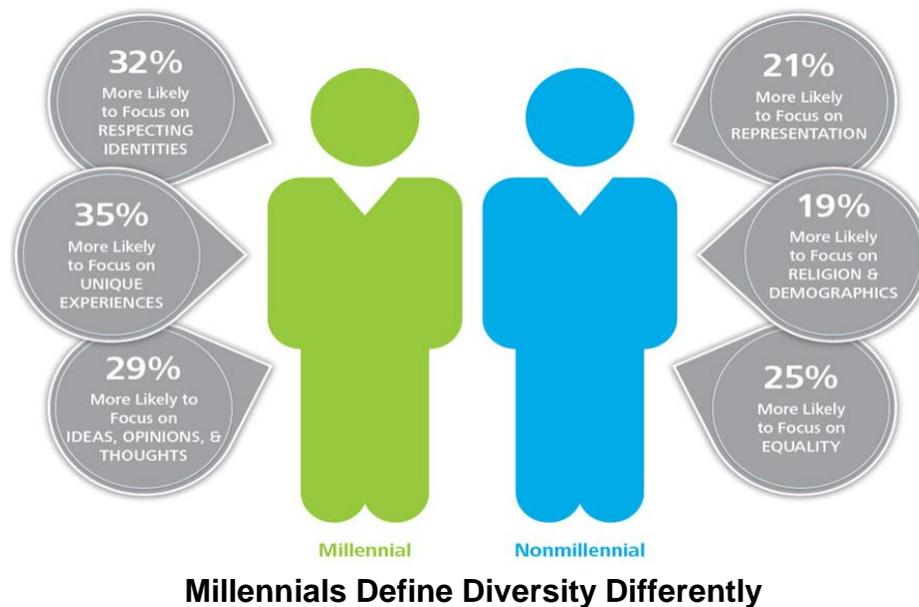
And they *transformed* the definition of inclusion
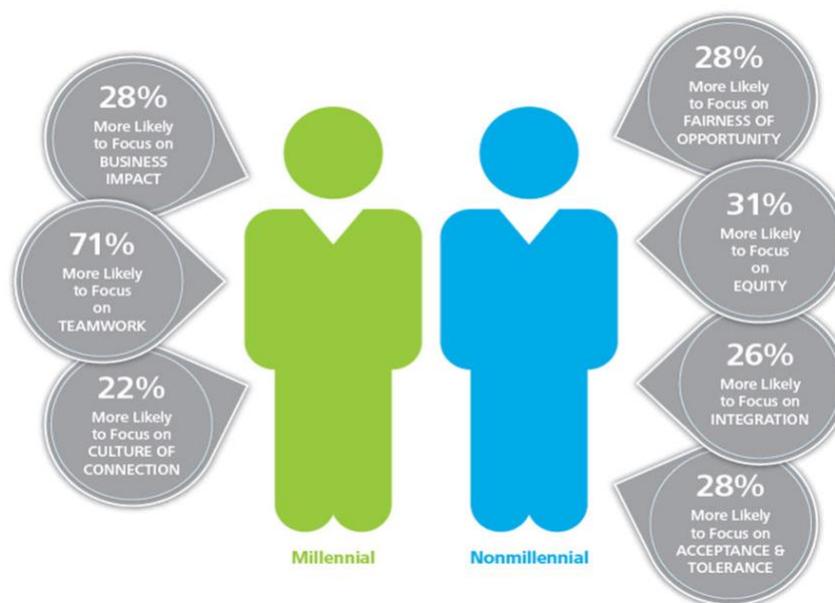
These findings give one hope to believe that times are indeed changing. The belief systems of the past that have kept entire groups of people oppressed and impoverished is slowly shifting. The popularity of 'diversity training' demonstrates a desire to heal generational traumas and educate people about their privilege, but a study conducted by

the American Psychological Society finds: "Some psychological research supports our finding that training may be ineffective. Laboratory experiments and field studies show that it is difficult to train away stereotypes, and that White men often respond negatively to training—particularly if they are concerned about their own careers. If training cannot eliminate stereotypes, and if it can elicit backlash, perhaps it is not surprising that, on average, it does not revolutionize the workplace" (Dobin et al. 2007). The question remains, what will be effective for nonprofit organizations to improve their capacity for inclusion? There is hope found in the generation of millennials coming into the workforce that will bring new worldviews that include the reframing of what diversity and inclusion means. But even this trend is not enough to completely transform the institutional racism that has been established and reinforced by society for hundreds of years.

The nonprofit sector has a long journey to reach an equilibrium of inclusion that incorporates the important and meaningful intelligence of people of color in executive and leadership roles. "Anti-racism work needs to be led by people of color. Racism doesn't affect White people. So, if you are talking about dismantling the structure of racism, folks of color need to be in the center of anti-racism work" (Woo 2017). As the social sector stands in the current reality, it is essential that those in leadership roles learn the importance of inclusion and equality. Furthermore, the path ahead will not take us to a future of inclusiveness unless the society comes together for the human rights of people of color, across the sectors and in the hearts of individuals everywhere.

Methodologies and Approaches

Standpoint: It is important to discuss my personal standpoint in this project, as it relates both to my capacity to fully grasp the subject, as well as potential criticism from those that read this report. As a woman who identifies as white, I understand that I can never fully know the oppression that people of color face every day. As a woman, I have encountered bigotry, loss of opportunities, unequal pay and other forms of discrimination. Growing up with a single mother on welfare and a father who spent many years of my childhood in penitentiaries, I can relate to some of the life experiences that people of color face in our current society. Along with a strong cultural sensitivity and deep respect for diversity, I recognize my white privileges and use my potentially elevated power to be a strong ally to people of color. I know that the goal of creating an equal and just society can only be reached through collaboration, and my intention in this research is to provide a voice for people of color to speak to justice within the nonprofit sector, and beyond.

Methodologies:

The examination of the topic of racism takes on various approaches to analyze the subject from a diverse array of perspectives. The literature review sources researchers within the nonprofit sector as well as literature drawn from experts in historical and professional fields. The literature review elucidates the importance of the subject of racism and diversity, placing the information in context to the greater picture of historical oppression of people of color in the United States.

An analysis of a select group of nonprofit organizations that are working in the field of Civil Rights and social justice is also included. This information is synthesized in a table, to visually represent the information.

Key indicators are identified, and descriptions of the organizations' work seeks to provide evidence of the indicators being met, or in some cases finding gaps. Data is also collected through a survey shared with the University of San Francisco Masters of Nonprofit Administration full time and part time cohorts. The questionnaire consists of eleven questions that pertain to the student's experience working within the nonprofit sector. The questions focus on two parts: Does the organization work reflect Civil Rights and social justice? And, does the organization have diversity built into the hiring practices/ are there people of color in leadership roles of the nonprofit? The survey was completed by 22 of the 45 students who were asked to participate.

A list of ten recommendations is provided, with the focus on nonprofit organizations, but most recommendations can be used in non-formal community organization settings or even in the private sector. They can be used as also as discussion topics in group settings, as a launching point for strategic diversity planning within organizations, or as benchmarks to identify gaps in the organization's capacity in Civil Rights and social justice initiatives.

Finally, a model is presented that can be applied by nonprofit organizations to work towards inclusion and diversity in both the cultural and structural lens.

Data Analysis

Part 1: Methodologies and Analysis of Modern Nonprofits in Civil Rights

According to the Annie E. Casey Foundation, at least 60 percent of nonprofits serve people of color (Dubose 2014). There are hundreds of nonprofit organizations in the San Francisco Bay Area alone that are responsive to the needs of the diverse makeup of the community. The impact of these organizations varies from advocacy work and increasing public awareness of racism to direct aid and charity. These organizations also vary in size and capacity, as the Bay Area is a hub for international NGOs to small grassroots organizations. The common thread between them is their commitment to the mission of Civil Rights and social justice, highlighting national nonprofits, and those located in the San Francisco Bay Area. The following analysis of a sampling of these organizations compares indicators that demonstrate the organization's commitment to the cause of dismantling racism. The indicators are: 1. The mission statement directly reflects the organization's cause around ending racism and empowerment of people of color 2. There are people of color on the staff and leadership of the organization, including the Board of Directors (BOD). 3. The programs of the organization are consistent with the mission statement 4. There are measurable impacts reflected in quantitative data that is provided by the organization for public assessment.

Ella Baker Center for Human Rights
Oakland, CA
Methodologies: Conscious Staff Diversity, Community Organizing, Political
Advocacy and Mobilization, Youth-of-Color Employment Programs, Education and
Empowerment
Reference: www.ellabakercenter.org

All the indicators are met by EBCHR, making it a great example of an exemplary organization working towards equality. The mission of the organization is a good indicator of the commitment of an organization to civil rights, and the mission of the Ella

Baker Center is to build the power of people of color and the underprivileged to break the cycles of incarceration and poverty, and further, to make communities safe, healthy, and strong. Addressing indicator two, The Ella Baker Center for Human Rights' staff and leadership is a diverse makeup of people of color and white people from various backgrounds and cultural heritages. There is further diversity represented through a balance of men and women, as well as ages, creating a dynamic where many perspectives are represented.

Also, indicator three is exemplified by The Ella Baker Center's successful programs. Some of the EBCHR achievements include bringing awareness to a ballot measure that negatively impacted communities (Measure 6, which was successfully voted down by 70 percent). The organization exemplifies the methodology of Community Organizing, Political Advocacy, and empowerment of youth of color by building California's first network for families of incarcerated youth that includes over 1400 families. In collaboration with Bay Area Police watch, they won a campaign to fire Mark Andaya, a police officer with a history of violence against people of color. The organization has helped secure millions of dollars towards reentry programs through Alameda County's Jobs Not Jails campaign.

One of the most impactful direct contributions to the cause is the Ella Baker Center's success in closing 5 of 8 state youth prisons, resulting in an 85 percent reduction in youth prison population. Other initiatives include the *Green Collar Jobs* program, promoting solutions to climate change and employment opportunities, the *Soul of the City*, giving empowerment toward community service, voter mobilization, and leadership development, as well as *Heal the Streets*, training Oakland youth to become peace advocates.

Finally, an important indicator to measure the impact of EBCHR's work is to examine the available metrics and data presented by the organization. In this case, the website provides ample information available on the website to demonstrate their impact.

Akonadi Foundation
Oakland, CA

Methodologies: Strategic funding of partner organizations, Youth-of-color empowerment, Community arts and Culture, Community Organizing, Advocacy Resource: www.akonadifoundation.org

The Akonadi Foundation fulfills many of the indicator requirements, but lacks in the area of indicator number four.   Based in Oakland, CA, the Akonadi Foundation provides direct funding to three main grant projects that align with their mission of racial justice. Through the three main grant programs, the indicators are almost completely met by this organization, with the exception of the organization's capacity to report quantitative data, accessible to public review. The Chief Executive Director is a woman of color, which highlights the organization's capacity to understand the importance of the work that they are doing from a personal perspective. Moreover, the staff and BOD are also very diverse, although there is a stronger representation of women than men. Indicator number four is the only indicator that is not completely fulfilled by the organization. The annual report that can be found on the website is rich in information, but lacks a synthesis of numerical data. The annual report focuses on the quantitative narrative of the programs funded. By including statistical data, the organization will be better equipped to understand its impact to share with stakeholders, funders, and the community.

The organization's philosophy is based on the importance of understanding structural racism to address it, which is a great example of indicator number one. By leveraging power that is based in a culture of change, the Akonadi Foundation supports advocacy, policy and cultural projects in the Bay Area, with special dedication to the local community of Oakland. The community outreach of the foundation is amplified by the partnerships that are fostered through grants, community organizing and advocacy. Movements begin on the grassroots level, and the awareness and action that happen on a local level can impact others on a national and international level. Fulfilling indicators number one and three, the Akonadi Foundation creates opportunities for these movements of change by granting funding to organizations that are working toward policy advocacy, community organizing and engagement through creative expression.

A locally led organization, The Arc Toward Justice Fund is one of the three primary grant programs that the organization funds. These programs incorporate the use of various methodologies highlighted above. The Arc focuses on long-term efforts to foster equity for youth and young adults of color in Oakland. Funding this program demonstrates the fulfillment of indicator number three through the alignment of programs with the greater mission of racial equality. The use of the methodologies identified as Youth-of-color empowerment and advocacy elevates the Akonadi Foundation to one that succeeds in reaching many benchmarks towards their mission. The goal of the fund is to stop the criminalization of youth and young adults of color, end the school-to-prison pipeline, and build responses to harm that nurture wellness and well-being. Some programs that have been funded are the Bay Area Black Worker Center (BABWC), a coalition for worker's rights, Bay Area Parent Leadership Action Network (PLAN), a parent-led group for improving education, and Bay-Peace, an organization that empowers youth of color to transform violence through youth organizing and creative resistance. By granting this type of project, the indicator number three is reached, whereas the granting programs are in alignment with the mission and vision of the organization.

Another strong focus of the Akonadi Foundation is the arts. The Beloved Community Fund (BCF) supports nonprofit organizations and those with fiscal sponsors in creating free arts and cultural events geared towards communities of color and that advance social justice in Oakland. Projects funded by the BCF grant include *Drumluck! A Celebration of Music for Resistance* organized by Boomshake, and *.66 gender wage gap Art Exhibit: Mural Workshop* by an arts-focused women's rights organization called Her Resilience. These programs represent another success of the organization in fulfilling the indicator of program alignment to the greater mission.

The #SoLoveCanWin Rapid Response Fund is intended to spark imagination and seed new ways of advancing safety and healing opportunities in Oakland for the communities most impacted by racial inequity. The focus areas of this grant are to support efforts of local community organizers that are working towards providing alternatives for police intervention and police brutality, supporting communities of color impacted by gun violence and the prison system, and frontline organizers/ activists. The

#SoLoveCanWin Rapid Response Fund also gives grants to projects based in the intersection of activism with non-western spiritual and healing modalities, art and cultural healing projects, neighborhood-based community cohesion & self-determination projects, and culturally relevant workshops focused on specific community of color to advance healing from racial trauma.

Act Now to Stop War and End Racism (ANSWER) Coalition
Nationwide
Methodologies: Community organizing, political advocacy and mobilization,
Strategic partnerships
Reference: www.answercoalition.org

The ANSWER Coalition meets Indicator number one completely, as the mission statement clearly demonstrates a social-justice focus. More than that, the name of the organization itself is a mission statement-- and is explicit in its description. When we analyze the organization by the other indicators, there are places that fall short due to lack of evidence. As a volunteer organization, the leadership structure is cooperative rather than hierarchical. Therefore, it is difficult to determine the amount of people of color that make up the organization. The ANSWER Coalition is fiscally sponsored by Progress Unity Fund. Neither ANSWER nor PUF publishes information about the Executive Director, BOD, or staff, therefore it is difficult to determine if the requirements are met for indicator number two. Furthermore, there are no annual reports or other published information that includes data to support evidence of their impact. Indicator number three is an area where the organization is thriving. The ANSWER Coalition website is full of articles about the community organizing, protests and demonstrations, media outreach, and other events organized by the Coalition and its partners, demonstrating the many programs that fill gaps of other organizations.

The name ANSWER, which stands for Act Now to Stop War and End Racism sums up the work the organization. Although the coalition is one hundred percent run by volunteers, the impact that the ANSWER Coalition has in bringing awareness to racial injustices is far-reaching. With chapters in 12 major metropolitan cities across the United

States, the primary focus of ANSWER Coalition's strategy is through community organizing, direct resistance, and activism. One of the biggest actions in response to the declaration of war in Iraq, in 2004 the ANSWER Coalition organized massive protests that attracted nearly half-a-million people to the city of San Francisco to peacefully demonstrate.

The methodologies used by the organization reflect the values that ANSWER incorporates into all aspects of their programs that address discrimination. In response to the recent uprising in Ferguson, the coalition created an alliance with the Black Lives Matter Movement to bring public awareness to the issues of police brutality and the injustices of the current justice system. Today there is a major campaign to fight against the racial discriminatory policies of the current political administration. The ANSWER Coalition is providing human capital to the Movement s that are bringing public awareness to anti-immigration policies of the Trump administration and the current Republican- majority government. The organization also provides an empowering outlet for public outcry and resistance by giving a voice to the undocumented, disenfranchised and forgotten people of the United States.

It is obvious that the organization is run by volunteers and identifies strongly with a 'grassroots' approach in its organizational structure. These qualities are not negative, as the organization's values are reflected in the very culture of the organization itself. A recommendation for the organization is to demonstrate the collective impact of their work through an evaluation study of the organization, then to publish their findings on their website. Collaborating with professionals that volunteer to improve the website and create marketing materials that include statistical data is also recommended for the ANSWER Coalition to become more successful in monitoring and reporting the important work that they do towards the mission of ending racism.

Nonprofit Anti-racism Coalition (NPARC)
Seattle, Washington
Methodologies: Education, Leadership training, Diversity training, Professional development, Community organizing, Empowerment

Reference: www.nparcseattle.org/

The Nonprofit Anti-racism Coalition is a great example of an organization building strong alliances committed to ending institutional racism. Indicator number one is strongly upheld by indicator number three. The information from the website does not include adequate information to address indicator number two or four, however. The reason for lack of information around the demographics of the organization is unclear. Including more information about the lead staff and organizers can legitimize the organization in the perspective of the communities they serve. A solution to indicator number four is to create a survey of the impact that they create for the participants in the programs. The data from the survey can be synthesized, visually represented by graphs and charts, and presented on the website for qualitative evidence of the impact of NPARC. This information can then be used for development purposes, as well as information to present to BOD and all stakeholders.

The Nonprofit Anti-racism Coalition meets indicator number three with its many professional events. These events are examples of the methodologies used by the organization to succeed in their goal to end racism. The NAC organizes events, retreats, workshops and leadership trainings with a strong focus on ending institutional racism. Some past events include "Racial Equity: What is a True Ally?", "Race: Are We So Different?" A pre-exhibit workshop, "Internalized Racial Oppression", "Anti-Racism: The Role of Healing", and "Micro-Aggressions and its Impact". All of the events are membership-based and are organized by the Nonprofit Anti-racism Coalition and its partners across the sectors such as the King County Race and Social Justice Initiative, organized by the local government of King County, Washington. The collaboration with local governments as well as private sector partnerships help to strengthen the potential reach of the organization to bring awareness to racism while at the same time respecting the diverse perspectives of the community.

Seattle, Washington is a hub of social innovation organizations with a focus in racial justice. Although Washington State is perceived to be of a white majority, as of 2010, King County has the most diverse zip code in the US, with over 100 languages spoken by the residents. The coalition organizes leaders, administrators, and human

resources officers of nonprofit organizations as well as for-profit enterprises, to provide resources for social justice awareness. The organization has monthly meetings that includes a discussion on various topics such as community development, racism in the media, diversity within nonprofit organizations and advocacy. The various organizations in the coalition network support each other by sharing ideas and resources to find solutions to racial inequalities.

National Association for the Advancement of Colored People (NAACP)
Nationwide
Methodologies: Political advocacy and mobilization, Education, Community outreach
Resource: www.NAACP.org

The National Association for the Advancement of Colored People is an organization that sets precedence for other organizations working towards Civil Rights. As one of the largest, and longest-running organizations, the NAACP meets all requirements of the indicators, and more. The mission of the organization has held true to the values of equality and justice for the Black community since its foundation, over a century ago. Black leadership is inherent within the organization, and it is unique as one of the first Black-led organizations to integrate white allies into the leadership structure. African-Americans are the least represented demographic in the nonprofit sector, which makes Black-led organizations more rare. See the literature review for further discussion on this topic, as diversity within nonprofit organizations is a top concern for the capacity for true social justice initiatives within the nonprofit sector.

National organizations seek to grow potential impact through intelligent scaling and building coalitions. The National Association for the Advancement of Colored People has a long history of commitment to the mission of ensuring a society of individuals who have equal rights without discrimination based on race. Today the organization has six areas of focus: economic sustainability, education, health, public safety and criminal justice, voting rights and political representation, as well as expanding youth and adult engagement. These are the methodologies that the NAACP

uses in its important and historical services. The NAACP refers to this strategic plan as the *Game Changers* and is committed to making these points a reality through the leadership of the Board of Directors, broad outreach in venues such as regional and state conferences, an effective program to educate national, state, and local leaders about the plan and their participation.

The programs that are supported through the National Association of the Advancement of Colored People are too many to address in this short study, exceeding the expectations of indicator number three. One unique area of focus is on environmental racism. The important legal work that gave power to the Civil Rights Movement in the 1960s is still a major focus of the NAACP today. Active litigations are fighting various causes from social inequality to environmental racism, such as the recent lawsuit that was filed against the city of Flint, Michigan over the recent water crisis, which is continuing to harm thousands of people daily with no end in sight. Environmental racism is an issue often ignored by the media because of its complexity. However, millions of individuals have health complications and diseases that arise from unhealthy conditions that can be traced to the poverty linked with racism. The work that the NAACP is doing to bring awareness to environmental racism, inequalities and injustices contributes greatly to the overall work towards ending racism in the US and worldwide.

Part 2: Data Analysis of Questionnaire

The goal of the questionnaire was to gather information from professionals who work in the nonprofit sector about their opinion about racism in the United States, as well as their experience with diversity in the organizations where they work. The survey was submitted to the Master's of Nonprofit Administration students at the University of San Francisco School of Management in Spring 2017. The total number of students who submitted the completed survey was 22, and this group was chosen for the convenience sample. The questionnaire was shared in an email, and the respondents were self-selected. Among these students, nearly all of them were currently employed by a nonprofit organization. Even this small sample study provides results that are congruent with the other research findings of this paper.

The overwhelming majority (95.5%) of people stated that the issue of racism in America is very important to them, personally. The first important result that matched the statistical findings is that 57.1% of the respondents work for an organization that directly serve people of color. This number is very close to the national statistic that approximately 60% of nonprofits serve people of color directly. However, the responses to the statement 'My organization does direct work to bring awareness to Civil Rights issues' was fairly even. Exactly 35% responded *neutral*, one quarter responded *strongly agree*, one quarter responded *agree*, 10% percent responded *disagree*, and one person responded *strongly disagree*. This result shows that, although many organizations provide services to people of color, action by nonprofits in advocacy for Civil Rights is lacking.

The questions regarding diversity in organizations also provided results in agreement to the findings of this report. The empirical data regarding diversity among nonprofit organizations shows that people of color are employed by the sector on a whole. However, data shows that in leadership roles such as upper management, C-level positions, and among the board of directors (BOD), the number of people of color versus white people is extremely disproportionate. Data from the survey reflects some disparities, but far less than the overall average statistics. In the response to the statement 'My organization does a good job at hiring people with diverse ethnic backgrounds' there was a strong majority (57.1%) that responded *agree.* For the question 'What percentage of people of color are in leadership roles in your organization?', three out of 20 respondents marked *under 20%*, six marked *between 40-60%*, two people marked *70-90%*, three people marked 0%, and three people responded unsure/ low percentage.

The question about diversity among the BOD of organizations was another result that did not match with the data from the research in this paper. When asked 'What percentage of people of color in the BOD of your organization?', six out of 20 people responded *between 1-15%*, five responded *between 16-25%*, four people responded *between 60-80%*, one person marked 0%, and two marked unsure/ low percentage. These results show that among this sample group, around half of the survey participants have one person of color on the BOD of their organization, but most have more than one. The numbers from this result is much more robust than the national average of 50% of board

of directors with white board members exclusively. The results may be skewed in favor of diversity specifically for organizations located in the San Francisco Bay Area. The reason may be reflected in both the demographics (there is a large community of professional people of color in the Bay Area) as well as a general attitude of inclusion in the Bay Area in comparison to many other parts of the United States.

Conclusions

The literature review provides statistical as well as empirical evidence that demonstrate the relevance of racism and diversity to the health and quality of the social sector. Many of the authors and studies examined in the literature review prove the hypothesis that ending racism can be supported through diversification of the demographics of the nonprofit sector. The data analysis part one of this paper supports the understanding of the impact of the nonprofit sector to address racism, and provides examples of methodologies that are used by organizations to reach this goal.

The main conclusion that can be drawn from the analysis of the methodologies of the sampled nonprofits is that there are many solutions to the issue that can lead to various forms of impact. It is clear when examining the impact through the frames of the four indicators that the organizations creating most impact value diversity and inclusion of people of color in the leadership roles. A comparative analysis of the data collected through the survey compared to national statistics shows that the nonprofit sector both locally and nationally directly serve people of color but lack a balance demographic of POC in leadership roles, especially in governance/ BOD roles.

The research presented in this study only brushes the surface of racism and the role of the NP sector in addressing this issue. A continuation of this study to include a more comprehensive analysis of the limitations that the nonprofit sector is needed. Discrimination in philanthropic financial structures is another major barrier that needs to be addressed sector-wide. Recent major growth of the nonprofit sector includes the rise in major donors and philanthropic support coming from foundations, but the funding is not being distributed evenly (Eisenberg, 2000). Moreover, there are inherent imbalances between the wealthy donors motivations and the needs of communities, "As wealth has become much more concentrated among the rich, it appears that the kinds of charities preferred by wealthier people are seeing disproportional growth… rich people give disproportionately to naming buildings at hospitals or colleges, or to charities that seem flashy and innovative, and not to workaday social-service organizations" (Vara, 2016). To make matters worse, the new popularity among the wealthy to hoard large amounts of

money in Donor-advised funds is also fueling institutional racism (Vara, 2016). Research on the implications of donor-advised funds as it links to systematic discrimination is recommended for further research.

Racism will not end overnight. It will not end through the current systems in place, and it will not end without a major cultural shift. Dismantling racism will take the work of social innovation. Importantly, our Post-Civil Rights Movement society needs to admit that racism is still a major problem. The institutionalization of discrimination has created a new and more insidious version of racism, hiding in the fabric of society itself. Margaretta Lin, Principal Director of Dellums Institute for Social Justice stated wisely: "It is harder for people (and organizations) to combat discrimination because it is no longer visible, as it was when I was growing up. The neoliberal mindset is a narrative around if someone doesn't have, it is because there is something wrong with them rather than there is something inherently wrong with the system that has been designed" (2017). Many of the professionals interviewed in this study agree that the only way to dismantle racism is through *disruption*: politically, culturally and in society as a whole. The nonprofit sector may contribute to this cause in many ways, but ultimately it is absolutely necessary that communities organize and mobilize to disrupt the current system and change institutions in a major way.

Recommendations

1. Diverse leadership policies: Affirmative action & Outreach

The main limiting factor to the ability of the nonprofit sector (and all sectors) to address racism is the lack of racial, cultural, and ethnic diversity. By purposefully creating inclusive systems, the sector can go beyond 'representation' of people of color and move into an environment of true inclusion. This is accomplished through affirmative action policies that lead to intentional shifts in organizational cultures, to respect the social capital that people of color contribute. Intentional recruitment of POC is needed for board governance, and can be accomplished by going to community centers, universities and fraternal groups, local government, and business organizations where POC are already contributing their professional expertise.

A power shift away from the homogeneity of white leadership invites the perspectives, ideas, and cultural understandings of people of color to be incorporated into the work of the nonprofit sector. All forms of leadership, from C-level positions to Board of Director roles should be diversified with the intent of the established leadership.

2. Empowerment of People of Color

Public institutions of the nonprofit sector can continue to create programs that empower people of color. Only through true empowerment, communities will break the psychological cycle of oppression. Programs that create reliance on the nonprofit sector for needs and services only increases the issue, whereas empowerment programs create a shared responsibility between the organization and communities, redistributing power back into the hands of people of color.

4. Diversity Audit: Create safe spaces

A formal review of the organization can establish whether people of color feel welcome.

Interviews, surveys and focus groups conducted by the NPO are all tools for evaluation

of the policy and culture. These processes can encourage people of color to participate

and help to maintain diversity among staff and volunteers within the organization. Also,

in the process of moving toward the goal of equality, it is recommended that

organizations develop physical spaces of inclusion where people of color feel secure. The

damage that has been created through years of systematic discrimination and racism, and

that which is currently present in society, increases fear and anxiety in people of color.

The first step is to analyze the perspectives of people of color to the NPO, then, by

creating safe spaces, organizations can create a welcoming environment for POC.

3. Transparency

Voluntary diversity metrics is now available in GuideStar and Charity Navigator
should also include this type of reporting. To increase transparency, nonprofits should be
required to submit demographics of the staff and governance of their organizations along
with the 990s and audited financials.

5. Invite open dialogue and understand tokenism: The most important part of an open

dialogue is first listening. Before injecting ideas or solutions, organizations need to learn

how to develop active listening skills to better understand the needs and desires of

communities of color. Starting with an open mind to truly hear the testimonies of people

of color is essential to the work of dismantling the paradigm of oppression. Only then can

an informed dialogue be constructed for mutual and collaborative growth. To avoid

tokenism, do not assume that because you have a person of color in your group that they

will be a spokesperson for people of color. The discussion of diversity and racism is important to have frequently, with an informed approach and an open mind, regardless of who is present. Groups of only white people, or only people of color benefit from this discussion just as much as mixed groups.

6. Community, Movement-Building and Advocacy: Sector-wide, it is recommended that the focus-- even for national organizations-- remains rooted in the community that is served. An organization is benefitted by outreaching directly to community members to collaboratively create solutions to issues. The phrase 'Think globally, Act locally' is a great example of an effective mindset for organizations.

Organizations need to take a stand and challenge racist policies and constructs. They need to be allies and advocates for Civil Rights and social justice. Acting as a strong voice for communities of color, nonprofits can be powerful liaisons between governments and the people. To change the system of oppression, advocacy and activism needs to be prioritized.

7. Education and the Youth Perspective

It is recommended that organizations develop educational tools beyond the classroom to incorporate diversity sensitivity into the framework of the nonprofit sector. There is a plethora of models that are being used to increase cultural awareness and sensitivity-- but often from the perspective of white people. Developing educational tools founded in the principles of inclusion and understanding will set a foundation for the work that can be carried through the next generation.

8. Social Innovation: All great Movement s throughout history are made possible

through social innovation. Humanity is currently going through a new renaissance of culture, science and art that is revolutionizing our collective capacity. The nonprofit sector needs to break free of old paradigms based on the limited worldview of the past, and step into a future where inclusion and cultural awareness is built into the fabric of organizations, as a foundation. Social innovation has launched movements in the past, and now it is time for the social sector to embrace the contemporary innovations such as Dr. Carlos Hoyt's philosophy on transcending the concept of race and racialization, and collectively create new ones with the voices and perspectives of all stakeholders.

9. Spirituality

This subject is one that can be controversial, at times invoking criticism. However, spiritual principles are universal. Looking at the mission statements of nonprofit organizations, one can see spirituality embedded in the missions and visions of most organizations within the sector. Introducing spiritual practices and perspectives into the daily life of an organization encourages mindfulness. This form of creativity can act as a catalyst for internal growth of an organization, which will help to support the difficult work. Further, spiritual practices such as mindfulness, meditation, health and wellness, are scientifically proven to expand the capacity of an individual, strengthening one's ability to do the difficult psychological work of social justice, which addresses the all-too-common problem of burnout and high turnover in the nonprofit sector. Strong spiritual practices within the nonprofit sector will lead to strong impact.

Roadmap to Inclusion Tool

Diversity Checklist

How to Use the Tool

The checklist indicators represent what is needed to have an organization that values diversity and inclusion. Since it is a self-assessment tool, organizations should evaluate themselves honestly against each issue and use the response to change or strengthen its administrative operations.

1. Place (1 point each)	
● Our organization is in a building is open to the general public, and wheelchair accessible.	
● The office has art and decoration that reflect the culture of the staff	
● We create a welcoming environment, from our reception desk to the office of the highest leadership in our organization.	
● We have events open to the public in our building	
2. Staff and Governance (2 points each)	
● We have a diversity committee on the Board of Directors	
● The strategic planning of our org. includes diversity awareness	
● We frequently discuss diversity and inclusion of people of color	
● There are people of color on our Board of Directors (more than one)	
● There are people of color in the management levels of our staff	
3. Programs (2 points each)	
● There is minimum of one program in our organization that is designed to serve people of color directly and it is lead by POC	
● People of color are invited into the planning stages of program development.	
● Our programs are designed with communities of color in mind	

4. **Public Relations (2 points each)**	
● The marketing material of our organization includes images of people of color	
● Our website features stories and photos of people of color	
● There is consistent outreach to communities of color for volunteer opportunities	
● The Board of Director recruitment materials are created with BOD diversity as a prominent value	
● We partner/ collaborate with organizations where people of color contribute to the mission	

Rating and Self-Assessment Results:

0-9 points -- Changing course is essential
A score of ten or under indicates the need to prioritize diversity and inclusion in the culture and administration of the organization.

10-19 points -- Fork in the road? On our way
The mid-range score of ten or more shows that there are some points of success in the organization to welcome people of color. However, pay careful attention to the places that scored low in order to improve.

20-30 points -- Diversity is ingrained ...how do we maintain?
The organization has met key indicators to reach the goal of including people of color and diversity in many levels. If you did not get a perfect score, it is still important to address the areas that need improvement.

Tables and Figures

Table 1: Nonprofit Organizations Methodologies

In Civil Rights and Social Justice

Organization	Methodologies:	Indicator 1: The mission statement reflects social justice focus	Indicator 2: Diversity of staff and leadership of organization (Percentage Of total roles)	Indicator 3: Programs are consistent with mission of the organization	Indicator 4: There is data produced by the organization to demonstrate impact
Ella Baker Center for Human Rights Oakland, CA	**-Community Organizing** - **Political Advocacy** and **mobilization** - **Youth-of-color Employment Programs** -**Education** and **Empowerment**	YES	Staff 90% BOD 90%	YES	YES
Akonadi Foundation Oakland, CA	**-Strategic funding of partner organizations**: -**Youth-of-color empowerment** -**Community arts and Culture**	YES	Staff 80% BOD (Incomplete information) 50%	YES	Lack of measured data, as they serve as a funding source for many NPOs that have varying degrees of data measurement collection
Act Now to Stop War and End Racism (ANSWER) Coalition	**-Community organizing** - **Political advocacy** and **Mobilization** -	YES	Unclear	YES	Lack of data because of the grassroots nature of the

Nationwide	**Strategic partnerships**				organization
Nonprofit Anti-racism Coalition (NAC) Seattle, Washington	- **Education** - **Leadership training** - **Diversity training** - **Professional development** - **Community organizing** - **Empowerment**	YES	Unclear	YES	No data available, needs improvement
National Association for the Advancement of Colored People (NAACP) Nationwide	-**Political advocacy** and **mobilization** -**Education** -**Community outreach/ organizing**	YES	Senior Staff 100% Senior BOD 100%	YES	YES

Data From Literature Review
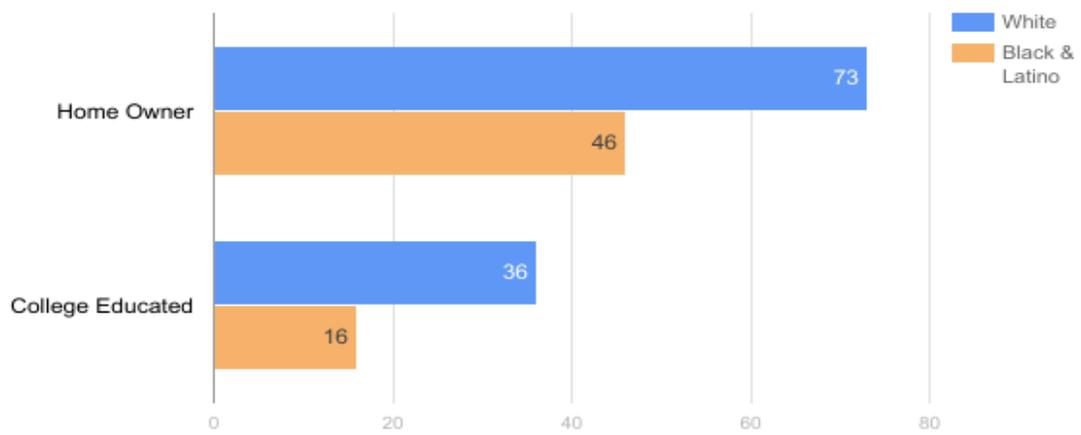
Racial Inequalities
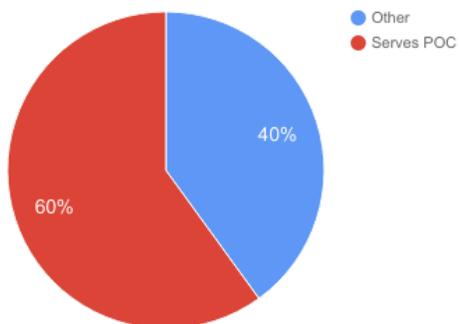
US Population
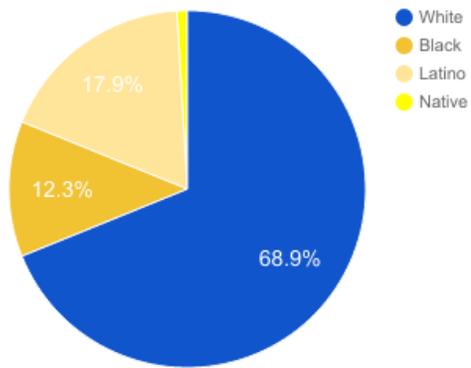
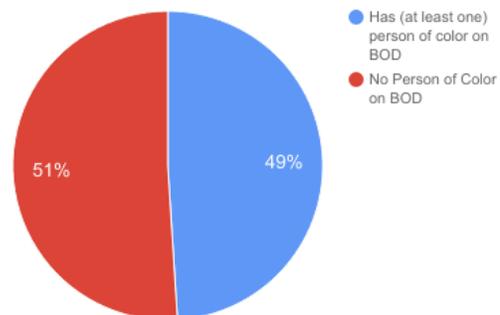## US Prison Population 2.3 Million
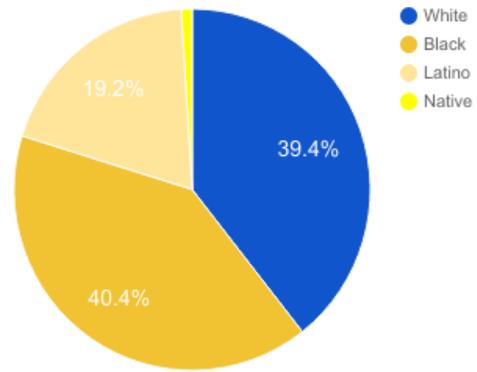
Racial Inequalities in USA

Source: Sullivan et al. 2011

Nonprofit Sector and Diversity
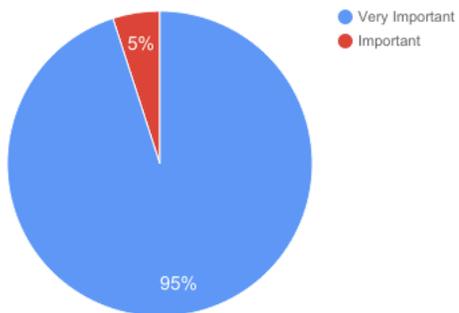
Nonprofits Serving People of Color

- Other
- Serves POC

40%

60%

People of Color on BOD of Nonprofits

- Has (at least one) person of color on BOD
- No Person of Color on BOD

51%

49%
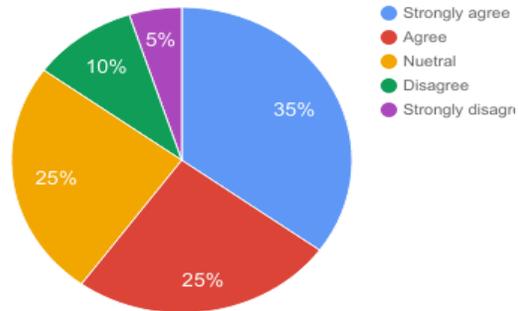
Source: Racism, Democracy, and the Role of Nonprofits, 2007

Data From USF Student Survey
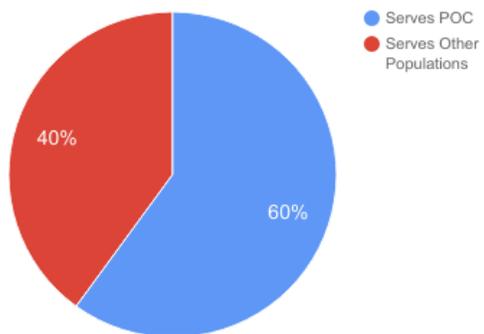
How important is the issue of racism in America?

- Very Important
- Important

5%

95%

My organization does direct work to bring awareness to Civil Rights issues

- Strongly agree
- Agree
- Nuetral
- Disagree
- Strongly disagr

5%

10%

35%

25%

25%

People of Color (POC) in Leadership Roles of NPOs
Total Number of Respondents: 20
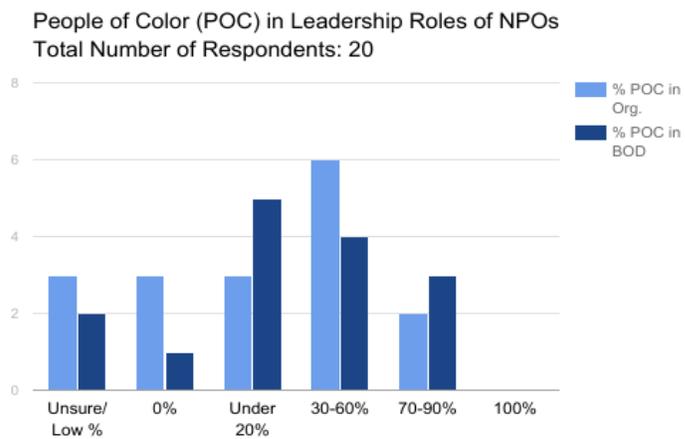
National VS USF Student Survey

Nonprofits Serving People of Color Directly in the USA

- Serves POC
- Serves Other Populations

40%

60%

My organization provides services to people of color directly

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

57.2%

19.1%

14.3%
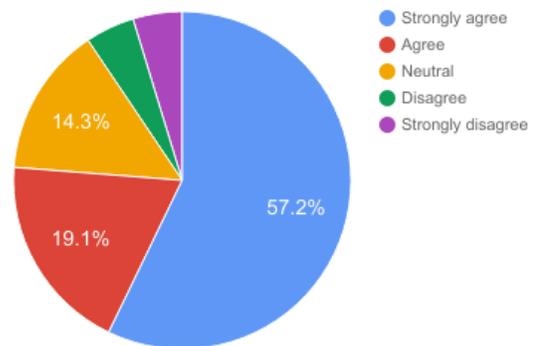
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Appendix: USF MNA Student Questionnaire

Sample Study: USF MNA Cohorts 2017

The short survey consists of the following questions:

1. How important is the issue of racial discrimination in America?
2. How important is the issue of racism to your organization?
3. How important is social justice to your organization?

The following questions are on a scale: *Strongly agree- Strongly disagree*

4. My organization does direct work to bring awareness to civil rights issues.
5. My organization works towards equality through advocacy.
6. My organization collaborates with other organizations that work for social justice.
7. My organization provides services to people of color directly.
8. My organization works towards equality in the following ways:

● Social justice advocacy
● Awareness of racism/ discrimination (marketing/ campaigns)
● Services to people of color
● Poverty reduction
● Partnerships
● Outreach to communities of color
● Food Justice
● Education equality
● Internal diversity awareness
● Other:

9. My organization does a good job at hiring people with diverse ethnic backgrounds.
10. Diversity is built into the hiring practices of my organization.
11. What percentage of people of color in leadership roles in your organization?
12. What percentage of people of color in the BOD of your organization?

Author's Bio

Samantha Sage is a servant leader who values community, integrity, creativity and spirituality. She attended the California College of the Arts in 2004, studying Community Arts, and completing a certificate in Art Education, where she supported herself by working as a teaching artist at inner-city schools in Oakland, Ca. Her love of art and culture has inspired her to travel around the world creating art projects with the locals and learning from the worldviews of diverse communities. After a robust decade career as a commercial artist, Samantha went back to school to study nonprofit leadership. In 2015 she enrolled in the Masters of Nonprofit Administration program at the University of San Francisco School of Management. She is living in Oakland where she works independently for organizations and small businesses in sales, marketing, development, strategic planning, design and the arts. Her goal to inspire others through creativity and spirituality is supported by her educational and work experiences. She is in love with life and hopes that she can bring this love to the world and the people who need it the most.