Diversity, Equity, Inclusion + the Board

Marrea Walker-Smith, Timmy Nelson & Zeb Davenport Ed.D.

Board of Directors Workshop

Join us virtually for nonprofit board governance best practices

Chester County Community Foundation

Mon, Oct. 4, 2021

chescoccf.org/virtual-board-trustee
THANKS TO OUR PROMOTIONAL PARTNERS

[Logos of various organizations]
BOARD DUTIES

1. Ensure Legal & Ethical Integrity

2. Build a Competent Board

3. Determine Mission & Purpose; Ensure Effective Planning; Monitor & Strengthen Programs & Services

4. Protect Assets & Provide Financial Oversight

5. Ensure Adequate Financial Resources

6. Enhance the Organization’s Public Standing

7. Select, Support & Evaluate the Chief Executive

BoardSource, https://boardsource.org/ Washington DC
SESSION AIMS

- Strengthen our understanding of Board recruitment and retention
- Expand our initiatives to recruit & retain diverse Board leaders
ORGANIZATIONAL LIFE CYCLES

Stage 1
Imagine & Inspire

Stage 2
Found & Frame

Stage 3
Ground & Grow

Stage 4
Produce & Sustain

Stage 5
Refresh & Renew

Recruit the “right” Board members for where your nonprofit is NOW + where it is heading NEXT
BOARD ROLES: emphasis shifts in each org life-cycle phase

- Governance: collective policy formation
- Fundraising: help plan & orchestrate resource development initiatives
- Management Volunteer: serve as advisor to management &/or performing managerial tasks
- Direct Service Volunteer: serve as ‘rank & file’ volunteer, providing services directly to the consumer

[Organizational Life-Cycle Diagram]

- Growth Level
- Length of Time
- Start-Up
- Growth
- Plateauing
- Renewal
- Decline
BOARD OF DIRECTORS JOB DESCRIPTION

➢ Oversee affairs of Nonprofit X according to its mission, by-laws and the concepts of fiscal responsibility.
  ➢ Long term planning, marketing, financial planning, budgeting, and board development.
➢ Promote Nonprofit X and its mission to corporations, foundations, governmental organizations and to individuals to broaden its service base and its financial base.
➢ Day-to-day operation is delegated to the Executive Director and staff, and their delegated volunteers.

Board Member duties:

- **Attend quarterly 2-hour Board meetings & actively participate** in the governance of Nonprofit X
  Members missing 3 consecutive meetings in 1 year can be automatically removed from the Board.
  Members needing a 3-6 month leave of absence, due to personal or professional reasons, should request one.
- **Counsel** the Board Chair & Executive Director as needed
- **Support Nonprofit X outreach and fundraising events**, by contributing **time, money & friends**
- **Annually make an individually significant financial contribution** to Nonprofit X’s annual fundraising campaign
- **Annually evaluate the work of the Board** as a whole
- **Annually evaluate the work of the Executive Director**
- **Actively serve on at least one Board Committee**
  *Committee Chair reports at each Board meeting & Chairs Committee work sessions between Board meetings.*

The expected time commitment is 2-4 hours per month:
Quarterly Board meetings @2 hours + quarterly committees @2 hours + prep/follow up + attend selected community outreach programs & fundraisers

Board terms are 2 years, with a maximum of 3 consecutive terms. One-quarter of the Board rotates each year.
Governance
1. Consider all aspects of the **Board and its operation** on an ongoing basis and make recommendations to improve performance, in light of the organization’s strategic plan
2. Assure regular review and update of **Board job descriptions**, committee structure, and committee charges
3. Recommend formation of **new committees** and advisory councils as merited
4. Ensure a smooth **leadership succession** of qualified Board Officers; propose a slate of Officers to the Board
5. Ensure ongoing **evaluations** of meeting effectiveness and Board performance
6. Assure timely, well-orchestrated **orientation process & continuing education** for Board members
7. Identify opportunities for **prior board members** to continue to be connected to Nonprofit X
8. Ensure annual distribution and review of **Confidentiality Statement & Conflict of Interest Disclosures**. Make recommendations regarding any ethical and/or conflict of interest issues

Nominating
1. Analyze current **Board profile** and identify areas of strength and vulnerability, considering technical skills and personal attributes needed to complement Board diversity. Agree upon priorities for Board composition.
2. Maintain continuous list of **potential board members**
3. Assist with **potential board member** research, activities & 1:1 meetings to **cultivate & recruit** prospects
4. Assist in targeting appropriate **committee service for potential board members**, referring to Committee Chairs for initial service
5. Recommend candidates for **nomination** to the Board, when the candidate is qualified and able to actively serve
TARGET BOARD NEEDS
Demographics & Expertise

<table>
<thead>
<tr>
<th>AREA</th>
<th>HAVE</th>
<th>NEED</th>
</tr>
</thead>
<tbody>
<tr>
<td>PASSION + COMMITMENT to CAUSE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>High, Medium, Low, None</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EXPERTISE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board: Serves on other boards</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounting, Finance, Investment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer Service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legal, Risk Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fundraising, Marketing, Sales</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Planning; Strategic Thinking</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RESOURCE</td>
<td>CONNECTIONS</td>
<td></td>
</tr>
<tr>
<td>Introductions/Ambassador to potential partners &amp; donors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Open doors to funding sources</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community outreach</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

“Diversity is about embracing differences, and recognizing the amazing things that are possible when it’s woven into an organization’s culture”

<table>
<thead>
<tr>
<th>AREA</th>
</tr>
</thead>
<tbody>
<tr>
<td>GEOGRAPHY</td>
</tr>
<tr>
<td>N, S, E, W, Central</td>
</tr>
<tr>
<td>GENDER</td>
</tr>
<tr>
<td>M, F</td>
</tr>
<tr>
<td>AGE</td>
</tr>
<tr>
<td>20s, 30s, 40s, 50s, 60s, 70s, 80s</td>
</tr>
<tr>
<td>RELIGION</td>
</tr>
<tr>
<td>SEXUAL ORIENTATION/GENDER IDENTITY</td>
</tr>
<tr>
<td>DISABILITY</td>
</tr>
<tr>
<td>RACE/ETHNICITY</td>
</tr>
</tbody>
</table>
Difficult to find GOOD board members. Seems nearly impossible to find GOOD + DIVERSE board members.

HELP!

Diversity, Equity, Inclusion + the Board

THOUGHT LEADERS

Marrea Walker-Smith, Timmy Nelson & Zeb Davenport Ed.D.
IDENTIFY BOARD PROSPECTS

• Leverage existing organizational networks
  ❑ Volunteers, donors, constituents, event attendees
  ❑ Referrals from board members, partners

This is the age-old barrier to diversifying:
  “invite who you know already”
  “social circles”

• Build new networks. Start. Give it time to develop.

Looking ahead,
  it isn’t about WHO you know,
  it’s about who you NEED to know
DELWARE SOURCES VS CHESCO SOURCES, 2021

Sample Recruiting Sources for Black and Brown Prospective Trustees

Trustee Of Color Organization Alumni

African-American Sororities & Fraternities
  Alpha Kappa Alpha
  Alpha Phi Alpha
  Delta Sigma Theta
  Delta Tau Delta
  Iota Phi Theta
  Kappa Alpha Psi
  Omega Psi Phi
  Phi Beta Sigma
  Sigma Pi Phi (Boule)
  Sigma Gamma Rho
  The Links
  Zeta Phi Beta

Colleges & Universities (Specifically Targeting Administrators, Tenured Faculty, Grad Students, Alumni)
  Cheyney University
  Delaware College of Art and Design
  Delaware State University
  Delaware Technical Community College
  Goldey-Beacon College
  Lincoln University
  Springfield College
  Strayer University
  University of Delaware
  University of Delaware Black Alumni Organization
  Widener University
  Wilmington University

HBCU Alumni Groups
  Howard University
  Delaware State University
  Morgan State University
  Lincoln University

Churches
  Bethel A.M.E.

Community Organizations
  Delaware Black Professionals Online
  Delaware Coalition to Dismantle the New Jim Crow
  Delaware Racial Justice Collaborative
  La Esperanza
  Latin American Community Center Leadership DE Inc
  Current Class/Graduates
  M.W.U.L. Young Professionals
  National Coalition of 100 Black Women
  United Way Young Professionals
  Ymca Black Achievers

Law Related
  Barristers
  Black Women Lawyers of Delaware
  Delaware Hispanic Bar Association
  Law Firm Partners Multicultural Lawyers / Judges Section of DE State Bar Assn
  Southeast Asian Bar Association
  Women’s Law Group

Business Related Groups
  Delaware Black Chamber of Commerce
  Delaware State Chamber of Commerce
  Hispanic Business Organizations
  Minority-Owned Businesses

Cynthia Primo Martin, Founder, Trustees of Color, DE
Recruiting, Training & Engaging Trustees of Color, 2021
p. 99 Appendix A
www.cedartreebooks.com
**RECRUIT BY DESIGN, NOT BY ACCIDENT**

- **Recruit affirmatively** by identifying diverse people whose specific skills, abilities, qualifications and experiences meet your nonprofit’s needs.
- Recruit a **critical mass** of diverse people; be wary of tokenism; rule of 3
- Respect **non-traditional backgrounds** & experiences
- **Seek out diverse networks** & intentionally follow up for guidance and assistance—new experiences, new connections, new perspectives, new knowledge of others, new referrals
  - Attend community events which include & honor diverse people
  - Personally patronize restaurants & businesses owned by diverse people

<table>
<thead>
<tr>
<th>Referrals/introductions from diverse people who already serve on other nonprofit Boards, committees &amp; who volunteer</th>
<th>Fast-tracked middle managers in larger businesses &amp; corporations</th>
<th>Executive leadership training programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chamber of Commerce gatherings</td>
<td>Religious community events</td>
<td>Service clubs</td>
</tr>
<tr>
<td>Professional, trade or fraternal associations</td>
<td>Colleges &amp; universities</td>
<td>Orgs representing various racial or ethnic groups</td>
</tr>
</tbody>
</table>

Summarized from: Cynthia Primo Martin, Founder, Trustees of Color, DE

**Recruiting, Training & Engaging Trustees of Color, 2021**  [www.cedartreebooks.com](http://www.cedartreebooks.com)
### Recruiting Diverse Leaders in ChesCo...A Start

<table>
<thead>
<tr>
<th>Colleges &amp; Universities-Alumni, Faculty &amp; Staff</th>
<th>Executive Leadership Training Programs</th>
<th>Religious Community Gatherings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cheyney University</td>
<td>Leadership ChesCo</td>
<td>St Paul’s Baptist Church, West Chester</td>
</tr>
<tr>
<td>Delaware County Community College</td>
<td>UW + WCU + CCCBI @8 trainings over 8 mos, 20 alumni/yr</td>
<td>Bethel AME, West Chester</td>
</tr>
<tr>
<td>Lincoln University</td>
<td><a href="https://www.unitedwaychestercounty.org/leadership-chesco/">https://www.unitedwaychestercounty.org/leadership-chesco/</a></td>
<td>Bethel AME, Kennett Square</td>
</tr>
<tr>
<td>Penn State</td>
<td>DiverseForce on Boards</td>
<td>Grimes AME, Phoenixville</td>
</tr>
<tr>
<td>West Chester University esp. WCU Black Alumni Association</td>
<td>Univ of PA + William Penn Fdtn/Lenfest /Knight board training &amp; matching program for emerging &amp; senior leaders of color. 6 wk training, 140 alumni/yr</td>
<td>Kesher Israel, West Chester</td>
</tr>
<tr>
<td><a href="https://www.wcualumni.org/bac">https://www.wcualumni.org/bac</a></td>
<td><a href="https://www.diverseforceonboards.com/">https://www.diverseforceonboards.com/</a></td>
<td>St Agnes Latino mass, West Chester</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Orgs Representing Various Racial or Ethnic Groups</th>
<th>Professional, Trade or Fraternal Associations</th>
<th>Service Clubs</th>
</tr>
</thead>
<tbody>
<tr>
<td>NAACP – West Chester, Phoenixville, Coatesville</td>
<td>Latino Lunch Club – monthly meet up, West Chester. Virtual. 8 attendees virtually as of 8/2021.</td>
<td>Rotary Clubs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lions Clubs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Kiwanis Clubs</td>
</tr>
</tbody>
</table>

| Chamber of Commerce Gatherings | CCCF Version adapted from Cynthia Primo Martin, Founder, Trustees of Color, DE Recruiting, Training & Engaging Trustees of Color, 2021 [www.cedartreebooks.com](http://www.cedartreebooks.com) |
RECRUIT

TAKE TIME TO BUILD AUTHENTIC, NEW RELATIONSHIPS

• Initial interactions & tone
  • Visits, events, programs
  • Welcoming & inclusive *(are we Really???)*

• Deepen interactions
  • Committees / Task Force service first
  • Then decide whether Board service is appropriate
    ▪ Commitment to mission
    ▪ Place nonprofit’s needs ahead of own
    ▪ Hold confidences & private info
    ▪ Respect group process & organizational protocols
    ▪ Serve as strong ambassador
Retention is grounded in good group process

- Satisfying authentic relationships
- Mutual benefit & exchange
- Effective leadership
- Substantive work
- Celebrated accomplishments
4. **Where & how** do we find diverse leaders to serve on nonprofit committees & boards?

3. What **mistakes** tend to be made in recruiting? in retaining?

2. Self-examination: What practices & processes at our nonprofit are **impediments** to bringing & retaining diverse people on our committees & boards?  
   - What can be done to address these things?

1. Self-reflection: Are our nonprofit board members **really** ready for diversity?  
   - What can be done to change this?
We know how to do this.

It takes investment.
It takes planning.
It takes discipline.
It takes time.
<table>
<thead>
<tr>
<th>DATE/TIME</th>
<th>TOPIC</th>
<th>SPEAKERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.04.21</td>
<td>Diversity, Equity, Inclusion + the Board</td>
<td>Zeb Davenport, Ed.D.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Timmy Nelson</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Marrea Walker-Smith</td>
</tr>
<tr>
<td>10.18.21</td>
<td>Tech &amp; Cyber Security: What the Board Needs to Know</td>
<td>Erik Gudmundson</td>
</tr>
<tr>
<td>11.01.21</td>
<td>What Donors Look for in Your Nonprofit Financials</td>
<td>Louise Schorn-Smith, CPA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Kathy Wileczek, CPA</td>
</tr>
<tr>
<td>11.15.21</td>
<td>Individual Donor Fundraising: Lean Into The Trends</td>
<td>Corrine Sylvia, CFRE</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Connie Carter, CFRE</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Krystine Sipple, CFRE</td>
</tr>
</tbody>
</table>

Register for future Board sessions & obtain prior handouts https://chescocf.org/virtual-board-trustee

Useful articles for nonprofit board leaders https://chescocf.org/resources/effective/