

# Inclusion, Diversity, Equity & Access:

## The Board's DEI Leadership Role Across the Organization



**Rev. Dr. Richelle Foreman Gunter**

Associate Minister, St. Paul's Baptist  
Church Consultant, Presenter,  
Trainer, Author

[revchele53@comcast.net](mailto:revchele53@comcast.net)

610.745.6282



**Timmy Nelson**

Outreach Advisor  
Chester County Community  
Foundation

[timmy@chescocf.org](mailto:timmy@chescocf.org)

610.696.8211

# 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

**Recruit & Develop Younger, More Diverse Board Members**



# TODAY'S FOCUS

## Recruit & Develop Younger, More Diverse Board Members



4. **Where & how** do we find & develop diverse relationships?

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

○ What can be done to address these things? What works **well**?

2. **Self-Examination:** What practices & processes at our nonprofit are impediments to bringing & retaining diversity throughout our organizations operations & personnel?

○ What can be done to address these things? What works **well**?

1. **Self-reflection:** Are Chester County's nonprofit board members really ready for more diversity throughout the entire nonprofit organization:

- programs & services    -communications, marketing, fundraising
- vendors    -partners    -volunteers, committees, board, staff

❖ What can be done to improve this?

❖ What are some examples of where this is working **well**?

# TARGET BOARD NEEDS

## DEMOGRAPHICS & EXPERTISE



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

<b>AREA</b>	
<b>GEOGRAPHY</b> N, S, E, W, Central	
<b>AGE</b> 20s, 30s, 40s, 50s, 60s, 70s, 80s	
<b>SEX</b> M, F	
<b>SEXUAL ORIENTATION</b>	
<b>GENDER IDENTITY</b>	
<b>RELIGION</b>	
<b>DISABILITY</b>	
<b>RACE/ETHNICITY</b>	

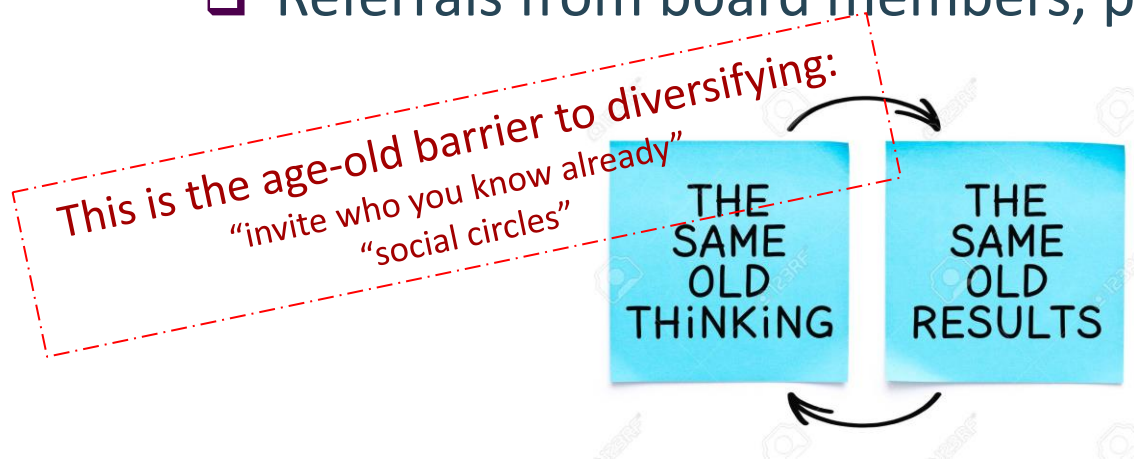


“Diversity is about embracing differences, and recognizing the amazing things that are possible when it’s woven into an organization’s culture”



# IDENTIFY BOARD PROSPECTS

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



- 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



# RECRUIT BY DESIGN, NOT BY ACCIDENT

- **Recruit affirmatively** by identifying diverse people whose specific skills, abilities, qualifications & 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 & 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



# 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



# ARE WE REALLY WELCOMING & INCLUSIVE?

## DEI SELF-ASSESSMENT

### Welcoming & inclusive (Are We Really???)

3. If special ACCESSIBILITY accommodations are required to fulfill committee or Board service, could your nonprofit provide accommodations?

#### 4. Our nonprofit has...

	Not Yet	Ready to Start	Launched	Well Underway
included DEI aims within our strategic plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
policy aims for staff diversity (recruitment, retention)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
policy aims for volunteer diversity (recruitment, retention)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
policy aims for committee diversity (recruitment, retention)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
policy aims for board diversity (recruitment, retention)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
policy aims for vendor diversity (assessment, terms)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
policy aims for constituent diversity (assessment, satisfaction, impact)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 5. Our nonprofit...

	Not Yet	Ready to Start	Doing OK	Doing Very Well
has a targeted pipeline of increasingly diverse potential committee members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
reviews communications and marketing for appropriate messaging to diverse groups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
reviews programs and services to understand how to close gaps where disparities appear	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
has mechanisms for staff accountability for DEI performance issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 6. Overall, as a whole, our board and committee members

	Not at all	Somewhat	Very much	Unsure/Don't know
want to be more comfortable talking with people who are different from them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
tend to have open, candid discussion in smaller committee meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
tend to welcome newcomers and mingle easily at our larger special events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
are flexible and embrace change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
readily talk with new people who are different from them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
have a tendency to mostly talk to people they already know at our larger special events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<https://www.surveymonkey.com/r/NPOGetOnBoardDEI>

We will customize a version of the DEI Self-Assessment for your Nonprofit

- send you the link
- you send the link to survey board & staff
- We will email you customized survey summary ppt  
FREE

#### 7. When it comes to DEI, overall, our board and committee members

	Not at all	Somewhat	Very much	Unsure/Don't know
are aware that our nonprofit has diversity issues, and agree that our nonprofit needs to be more diverse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
want to expand their understanding of diversity issues and situations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
want to more comfortable speaking about diversity issues and situations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 8. On a deeper group process level, overall our board and committee members

	Not at all	Somewhat	Very much	Unsure/Don't know
appreciate how various dimensions of diversity intersect and interact	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
understand ways in which DEI inequities are produced and maintained	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
understand that unconscious bias and microaggressions can impair diverse groups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
have a self-reflective bent, looking at the process as well as the outcomes of deliberations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
are open and accepting of feedback, on an individual and group basis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



# RETAIN DIVERSE LEADERS


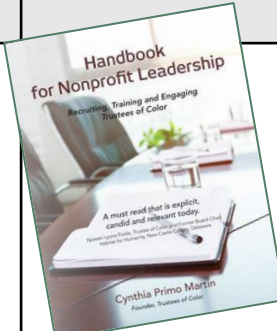

## *Retention is grounded in good group process*

- Satisfying authentic relationships
- Mutual benefit & exchange
- Effective leadership
- Substantive work
- Celebrate accomplishments



# RECRUITING DIVERSE LEADERS IN CHESCO...A START

LISTING & LINKS AT [HTTPS://CHESCOCF.ORG/SOCIAL-JUSTICE/](https://chesco.org/social-justice/)

<p><b>REFERRALS/INTRODUCTIONS</b> from diverse people who already serve on other nonprofit Boards, committees &amp; who volunteer</p>	<p><b>FAST-TRACKED MIDDLE MANAGERS</b> in larger businesses &amp; corporations</p>	<p><b>ORGS REPRESENTING DIVERSE GROUPS</b>          NAACP – West Chester, Phoenixville, Coatesville          Black Light Projects, Phoenixville          Black Women of Chester County in Action          Casa Guanajuato, Kennett          Diversity in Action, Phoenixville          LGBT Equity Alliance of ChesCo, Phoenixville</p>
<p><b>COLLEGES &amp; UNIVERSITIES ALUMNI, FACULTY &amp; STAFF</b>          Cheyney University          Delaware County Community College          Lincoln University          Penn State  <a href="https://www.facebook.com/psuchesco/">https://www.facebook.com/psuchesco/</a>          West Chester University esp.          WCU Black Alumni Association  <a href="https://www.wcualumni.org/bac">https://www.wcualumni.org/bac</a></p>	<p><b>EXECUTIVE LEADERSHIP TRAINING PROGRAMS</b>  <b>Leadership ChesCo</b> UW + WCU + CCCBI @8 trainings over 8 mos, 20 alumni/yr  <a href="https://www.unitedwaychestercounty.org/leadership-chester-county/">https://www.unitedwaychestercounty.org/leadership-chester-county/</a>  <b>DiverseForce on Boards</b>          Univ of PA + William Penn Fdtn/Lenfest /Knight board training &amp; matching program for emerging &amp; senior leaders of color. 6 wk training, 100 alumni/yr  <a href="https://www.diverseforceonboards.com/">https://www.diverseforceonboards.com/</a></p> 	<p><b>RELIGIOUS COMMUNITY GATHERINGS</b>          St Paul’s Baptist Church, West Chester          Bethel AME, West Chester          Bethel AME, Kennett Square          Grimes AME, Phoenixville          Keshet Israel, West Chester          St Agnes Latino mass, West Chester          Tabernacle Baptist Church, Coatesville</p>
<p><b>PROFESSIONAL, TRADE OR FRATERNAL ASSOCIATIONS</b>          Latino Lunch Club – monthly meet up          West Chester &amp; Virtual</p>	<p><b>CHAMBER OF COMMERCE GATHERINGS</b></p>	<p><b>SERVICE CLUBS</b>          Rotary Clubs          Lions Clubs          Kiwanis Clubs</p>
	 	<p>CCCF version adapted from          Cynthia Primo Martin          Founder, Trustees of Color, DE  <b>Recruiting, Training &amp; Engaging Trustees of Color, 2021</b>  <a href="http://www.cedartreebooks.com">www.cedartreebooks.com</a></p>

# NEW PROGRAM TO RECRUIT & SUPPORT EMERGING DIVERSE COMMUNITY LEADERS IN CHESCO...START W/COMMITTEES

## GETONBOARD CHESCO TRAIN • CONNECT • SUPPORT



We train, connect, and support emerging leaders with the nonprofits they wish to serve throughout Chester County.

[ChesCoCF.org/GetOnBoard-ChesCo](https://chescof.org/GetOnBoard-ChesCo) • 610.696.8211

Promotional Partners



Phoenixville Community Health Foundation



THE FUND FOR WOMEN & GIRLS



Cultural Alliance of Chester County



<https://chescof.org/getonboard-chesco/>

GETONBOARD CHESCO  
TRAIN • CONNECT • SUPPORT



Are you eager to help make a positive impact in your community?  
Do you want to expand your professional and personal networks?  
Were you previously involved as a community volunteer? Can't find the time to serve now?

We train

GETONBOARD CHESCO  
TRAIN • CONNECT • SUPPORT



Are you eager to make a positive impact?  
Do you want to expand your networks?

We train • connect • support emerging leaders with the nonprofits they wish to serve throughout Chester County.



[ChesCoCF.org/GetOnBoard-ChesCo](https://chescof.org/GetOnBoard-ChesCo)  
[GetOnBoard@chescof.org](mailto:GetOnBoard@chescof.org) • 610.696.8211

## NEXT STEPS: SET YOUR BOARD RECRUITMENT & DEVELOPMENT GOALS

*We know how to do this.*



It takes *awareness*.

It takes *planning*.

It takes *commitment*.

It takes *time*.