TAKING ACTION

Charting an anti-racist path forward
in Westchester's nonprofit sector

*A report based on community reflection,
education and dialogue*

Prepared by Dr. Alexandria Connally and Jan Fisher

np
Nonprofit
Westchester

OUR MISSION: To strengthen
Westchester's nonprofit organizations
as they transform lives, empower
communities, and drive positive
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Introduction
by Dr. Alexandria Connally

Nonprofits serve a fundamental function in supporting a healthy society. The related impact on wellness—within our organizations and the communities we serve—is based on collective and individual nonprofit structures, practices, policies, and opportunities.

Data and lived experiences, particularly those people who are BIPOC[1], clearly demonstrate that the existing injustices in our society have spilled over into nonprofit agencies.

- Nationwide data shows the percentage of people of color in the executive director/CEO role has remained under 20% for the last 15 years even as the country becomes more diverse. [2]
- Studies reveal that despite the growing attention paid to diversity, equity, and inclusion in nonprofit organizations, there are entrenched disparities that privilege White people and White-led organizations in the nonprofit sector.[3]

DEMOGRAPHIC SUMMARY OF BOARD & EXECUTIVE LEADERSHIP

Race & Ethnicity	Chief Executive	Board Chair	Board Members
White/Caucasian/European	87%	83%	78%
Black/African American/African	5%	6%	10%
Hispanic/Latino/Latina/Latinx	3%	5%	5%
Asian/Asian American/Pacific Islander	2%	2%	4%
Multi-Racial/Multi-Ethnic (2 or more races or ethnicities)	3%	2%	1%
Native America/American Indian/Indigenous	0.3%	0.4%	1%
Other race/ethnicity	1%	1%	2%

[4]

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[1] *BIPOC* stands for Black, Indigenous, People of Color. People are using the term to acknowledge that not all people of color face equal levels of injustice. — Merriam-Webster Dictionary

[2] Race to Lead

[3] Race to Lead Revisited

[4] 2021 Lead with Intent Report

As a norm, organizations may refuse to see the correlation between historical racist policies and the inequities in society today (Cohen, 2013). Overcoming this blind spot is the responsibility of the gatekeepers of nonprofit organizations. They have the power to guide the evolution of anti-racist/anti-biased nonprofits (Hawkins, 2014).

> *'As a norm, organizations may refuse to see the correlation between historical racist policies and the inequities in society today (Cohen, 2013). Overcoming this blind spot is the responsibility of the gatekeepers of nonprofit organizations.'*

Jones (1997, p. 472) defined institutional racism as "an interlinear set of persistent organizational policies and practices that subtly create disparate race-based outcomes." As nonprofits seek to evolve into anti-racist/anti-biased organizations, it is important to address these sets of systemic issues and obstacles (Jindra, M. & Jindra, I.W., 2016). It is also imperative for nonprofits to create a space to develop solutions with the goal of dismantling systemic barriers. Key to this effort is the development of resources and strategic planning practices that address inequities and build functioning anti-racist/anti-bias nonprofit organizations (Walters, J. E., 2021).

Dr. Alexandria Connally
Equity & Inclusion Consultant

Background
by Jan Fisher

Prior to the pandemic and the public documentation of acts of brutality against Black people, Nonprofit Westchester committed to advancing racial equity throughout Westchester County's nonprofit sector. The racial disparities in death rates and health outcomes, educational resources, housing and workplace conditions, a growing digital divide, and overall safety between Black, Brown and Asian people and White people during the pandemic reinforced the importance of this commitment.

While many organizations strive to create diversity and inclusion in the workplace, the process can be daunting, and unfortunately, less than effective. Extensive DEI efforts across the nonprofit sector appear to have increased awareness of race and racism but have not yet translated into significant change or more equity in how people of color experience their organizations or the nonprofit sector.[5]

> 'One thing is certain: this evolution requires a deep, long-term commitment at all levels of a nonprofit or any organization seeking to truly advance racial equity. It also requires the ability to challenge accepted assumptions, have uncomfortable conversations…'

Understanding this reality, NPW began a series of initiatives designed to bring real change forward. This report reflects the incredible partnerships, people and organizations that have contributed to community learning over a multi-year period in the racial equity space in Westchester. The NPW programs and panels, the expertise and lived experiences of presenters, and

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[5] Race to Lead Revisited

community input highlighted below provide the framework for the four key problems, essential questions and recommended solutions that will help Westchester's nonprofits evolve into anti-racist organizations.

One thing is certain: this evolution requires a deep, long-term commitment at all levels of a nonprofit or any organization seeking to truly advance racial equity. It also requires the ability to challenge accepted assumptions, have uncomfortable conversations and a commitment to embedding racial equity in all agency systems. Becoming an anti-racist nonprofit is only accomplished through intentional action and a willingness to change.

Nonprofit Westchester recognizes that in order to advance racial equity externally in the nonprofit sector, there is work that the organization needs to do internally. We need to heed our own call to action. As such, NPW established a committee to move the agency forward in this area. In April 2021, the Center for Racial Equity of the YWCA White Plains & Central Westchester was engaged; the NPW board was supported to explore Grounding Definitions, a Race Equity Culture, a Race Equity Vision and Race Equity Behaviors. Indeed, there is more work to be done. Acknowledging this, NPW hired Dr. Alexandria Connally, a race equity consultant, to continue the work at the board of directors level.

Groundwork

This section highlights the NPW programming and actions that have taken place since 2020, with the acknowledgment that much work preceded the efforts detailed in this report.[6] Nonprofit Westchester will continue to collaborate with community partners to focus on systems change work to ensure that policies, practices, and culture in the sector are aligned with the values of diversity, inclusion, and equity with strong metrics and indicators of progress.

The Westchester Center for Racial Equity of the YWCA White Plains & Central Westchester

In 2020, NPW secured funding from Westchester County and the Westchester Board of Legislators to work with the YWCA White Plains & Central Westchester to support the planning and launch of the Westchester Center for Racial Equity of the YWCA White Plains & Central Westchester. A year-long planning process under the leadership of Maria Imperial resulted in the launch of the only center of its kind in Westchester on April 26, 2021. The center is a space for cutting-edge professional development, coaching, consultation, programming, and evaluation that furthers social justice goals. It serves as a convener of stakeholders from nonprofit, government, business, healthcare, and education that are committed to equity, inclusion, and diversity. It is an incubator for the development of initiatives designed to promote racial equity on the personal, institutional, and systemic levels.

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6 NPW acknowledges the leadership and visionary work of the YWCA White Plains & Central Westchester, Legal Services of the Hudson Valley, My Sister's Place, and the Building Movement Project.

Racial Equity:
It's a Matter of Life or Death

On July 30, 2020, NPW held a forum to show that COVID-19 has clearly demonstrated the life-limiting and deadly impact of racism and racial inequity in healthcare, education, the workforce, and other parts of society, and to stress that action on this issue can longer wait.

The event featured a panel of experts, including Maria Imperial, former CEO of YWCA White Plains & Central Westchester at the time; Sheeba R. Mathai, Esq., Chief Diversity Officer and Attorney-in-Charge, Legal Services of the Hudson Valley; Raymone Jackson, CLU, MBA, FLMI, ACS, Executive Director and WM National Diversity Officer, Morgan Stanley Wealth Management; Judith Watson, RN, BSN, MPH, CEO of Mount Vernon Neighborhood Health Center; and Christopher A. Johnson, Westchester County Legislator and Majority Whip, 16th District of Yonkers.


Maria Imperial, Esq.
former CEO
YWCA White Plains &
Central Westchester

Sheeba R. Mathai, Esq.
Chief Diversity Officer
Attorney-in-Charge
Legal Services of the Hudson Valley

Raymone Jackson
CLU, MBA, FLMI, ACS
Executive Director
WM National Diversity Officer
Morgan Stanley Wealth Management

Judith Watson
RN, BSN, MPH
CEO
Mount Vernon Neighborhood
Health Center, Inc.

Christopher A. Johnson
Westchester County Legislator
Majority Whip
16th District of Yonkers

Watch the forum and the panel discussion HERE.

Nonprofit Board Governance and Racial Equity

On September 24, 2020, NPW held a training entitled Board Governance and Racial Equity. Discussion focused on the board's legal and fiduciary roles and responsibilities, along with practical tips on how to meet these obligations. This was followed by a panel discussion on the implementation of the board's roles, and how they intersect with an organization's efforts to address issues of racial equity for the organization, its board, and its staff.

Panelists included:
- Maurice Segall, Esq., Program Director, Pro Bono Partnership
- Judy Siegel, Esq., Senior Staff Attorney, Pro Bono Partnership
- Karen Cheeks-Lomax, Esq., Executive Director, My Sisters' Place
- Thomas Rice, Esq., Board Co-Chair, My Sisters' Place
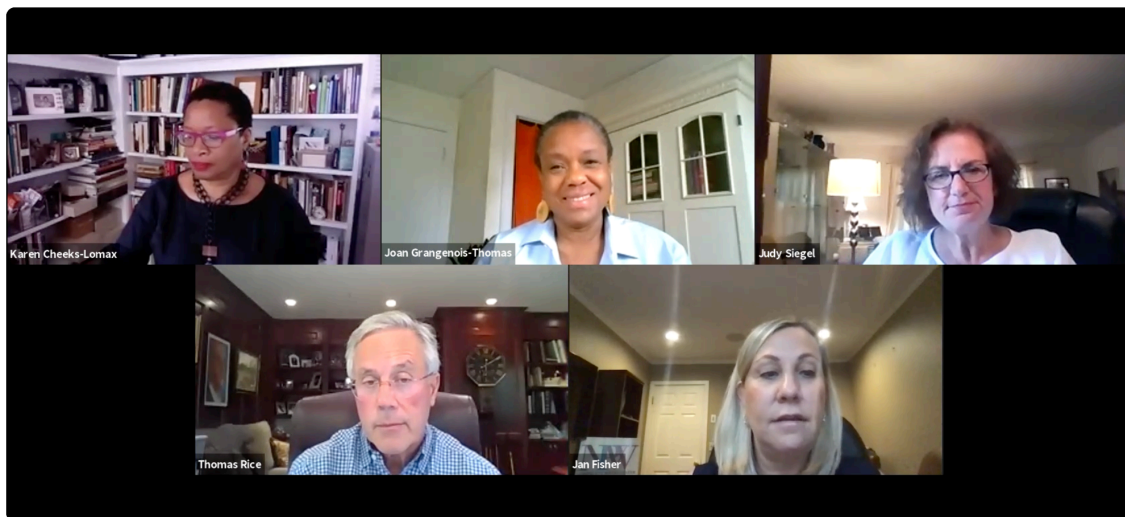
Facilitators:
- Joan Grangenois-Thomas, Port Chester Board of Trustees and founder of JGT Public Relations
- Jan Fisher, Executive Director, Nonprofit Westchester
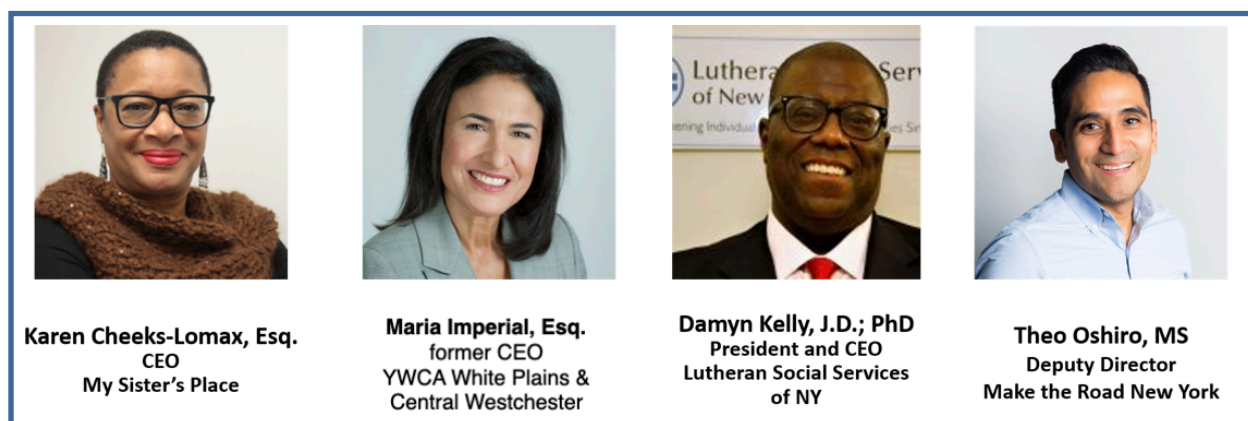
 Watch the Training and Panel Discussion [HERE](#)

<u>Leaders of Color in the Nonprofit Sector</u>
<u>Nonprofit Leadership and Racial Equity: Report from the Building</u>
<u>Movement Project/Race to Lead Survey and Panel Discussion</u>

On February 23, 2021, NPW held a forum to examine Nonprofit Leadership and Racial Equity. The findings of the 2019 Building the Movement Project: Race to Lead Revisited study were reviewed. More than 5,000 nonprofit staff members reported on their experiences involving race and leadership in nonprofit settings. There is no question: The nonprofit sector has a racial leadership gap.

Read more: <u>Race to lead revisited: Obstacles and Opportunities in Addressing the</u>
<u>Nonprofit Racial Leadership Gap</u>

This NPW forum also included a distinguished panel of leaders of color who brought further truth to Race to Lead Revisited as they discussed their lived experiences confronting bias and racism in the nonprofit sector.

Karen Cheeks-Lomax, Esq.
CEO
My Sister's Place

Maria Imperial, Esq.
former CEO
YWCA White Plains &
Central Westchester

Damyn Kelly, J.D.; PhD
President and CEO
**Lutheran Social Services
of NY**

Theo Oshiro, MS
Deputy Director
Make the Road New York

Watch the Forum <u>HERE</u>

The forum included facilitated discussions for diverse participants to share their perspectives and inform further action to advance racial equity in the nonprofit sector. The following were identified as focus areas:
- Board Governance and Nonprofit Boards of Directors
- Beyond Diversity to Inclusion
- Capacity Building, Government and Foundation Funding
- Supporting People of Color to Lead

Taking Action: Charting an Anti-Racist Path Forward in Westchester's Nonprofit Sector

On June 29, 2021, Dr. Alexandria Connally, NPW Equity Consultant and CEO/Founder of Culturally Responsive Environments and Discipline, led a forum that engaged the community (nonprofit workforce at all levels). The group examined the previously identified focus areas and developed recommendations designed to advance meaningful change in the nonprofit sector. Kristy Leader, MA, Founder of Education for Progress, co-facilitated.

During the event the collective revisited the four identified areas and feedback was elicited from the group. The collective group discussed ways to address racial/ethnic and other inequities that persist in nonprofit organizations. Specifically, the group addressed board governance, moving from diversity to inclusion, equitable funding, and supporting people of color to lead.

Watch the Forum [Here](#) [7]

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[7] Breakout room activity was not recorded.

Recommendations from
Advancing Racial Equity in the
Nonprofit Sector:

*A Problem, Essential Question
and Solutions Framework*

I. Racial Diversity

__Problem__

Nonprofit board members are charged with adopting sound, ethical, and legal governance and financial management policies, with hiring and setting the compensation of the CEO/executive director, cultivating new board members, and making decisions about who is eligible to join the board. Due to systemic racism, board governance—and the power that comes with it—remains largely in the hands of White people. Predominantly White boards of directors, with tremendous decision-making power, lack the benefits of diverse perspectives and experiences.

How many of the board's voting members are in the following racial or ethnic groups?	Board Members
Asian/Asian American/Pacific Islander	3.5%
Black/African American/African	9.6%
White/Caucasian/European	75.3%
Native America/American Indian/Indigenous	0.9%
Hispanic/Latino/Latina/Latinx	5.2%
Other race/ethnicity	1.6%
Multi-Racial/Multi-Ethnic (2 or more races or ethnicities)	1%
Race or ethnicity was not disclosed	0.9%
Race or ethnicity is unknown	1.8%

[8]

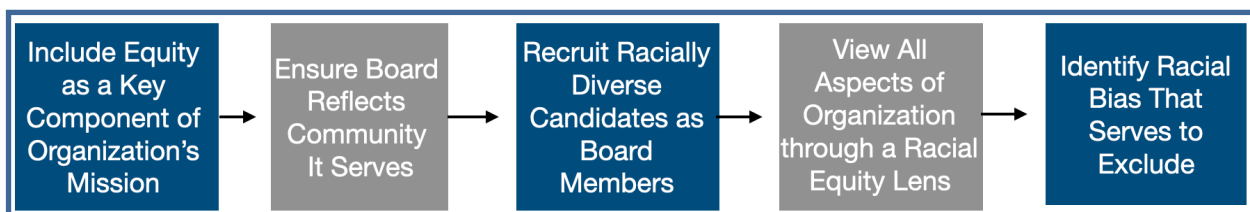[8] 2021 Leading with Intent Report

Essential Question

How do we promote racial diversity and inclusion on nonprofit boards and through nonprofit board governance?

It is important to understand that racism is based on a social hierarchy and is institutionalized through social practices. (Elliker, Coetzee, & Conrad Kotze, 2013, para.18). It is also important to identify the skill sets of members of the board in relation to promoting racial equity. The skills needed by an organization should be quantified using a racial equity lens.

Recommended Solutions

The collective group identified the following topics that can help board governance and Nonprofit Boards of Directors:

- establish equity as a key point in the mission
- commit to the development of a board that reflects the community
- identify the skill set of boards regarding equity
- recruit Black, Indigenous people and People of Color (BIPOC) as board members
- support board governance, training and hiring practices through a racial equity lens
- identify the White bias that often serves to exclude BIPOC people

Include Equity as a Key Component of Organization's Mission → Ensure Board Reflects Community It Serves → Recruit Racially Diverse Candidates as Board Members → View All Aspects of Organization through a Racial Equity Lens → Identify Racial Bias That Serves to Exclude

1. Dedication to Mission

The Board of Directors should be able to acknowledge systemic racism in order to address persistent issues plaguing nonprofit organizations. This should be reflected in the organization's mission, vision, strategic plan and annual goals. Data and research should guide the conversation to normalizing equity within a mission statement. Each organization should pace themselves when updating their mission and developing policies. The process will look different for each organization but it is important to continue to move forward (Brown, Kijakazi, Runes, Turner, 2019).

2. Reflect the Community

The collective group agreed that boards should reflect the population of the community. The nonprofit sector needs to do some work to best reflect the communities served and welcome the lived experience and perspectives of people with deep knowledge of the issues addressed by particular nonprofit organizations. This may require boards to revisit their minimum gift policy, which can serve as an obstacle to board service for people of color and others impacted by systemic inequities and the racial wealth gap.

> ' The nonprofit sector needs to do some work to best reflect the communities served and welcome the lived experience and perspectives of people with deep knowledge of the issues addressed by particular nonprofit organizations.'

Those who can give more should have critical conversations around this process that advances equity and addresses inequities related to racism. It is important for boards to see the value of leaders of color, especially community members. It is believed that through this approach deep learning will take place, services will be enhanced, and funders will look more favorably on such nonprofits.

3. Identify Skill Set
Nonprofit boards should use an equity lens to quantify the skills that the organization needs. A baseline for every board interested in racial equity work is to evaluate themselves and understand there is no quick fix. When board members decide to engage in anti-racist/anti-bias work they should partake in training as a group. The training should be followed by a plan of action and/or additional trainings, if necessary, that will assist with structuring the work necessary to become an anti-racist/anti-bias organization.

"The value of diversity is the capacity to draw on different perspectives and experiences to improve decision making. I don't come to the board environment from a position of gender, rather as a director with a unique footprint and a set of experiences and skills." (Hallam, Macnamara, Morris & Spagnolo, 2018)

4. Recruitment
The recruitment of BIPOC people in leadership roles must be intentional. Boards should begin to create policies regarding the recruitment of BIPOC leaders. In turn, executives should evaluate current practices related to recruitment and hiring and make adjustments as necessary. A first step could be to require that all interviews, screenings and working committees reflect the diversity of the communities the nonprofit serves. The specific action regarding this strategy would be to collect data disaggregated by race, ethnicity, gender, and other demographics of each member of the hiring committee as well as each applicant.

> *'Board governance is a fundamental factor when a board decides to examine systemic inequities. This examination should convey the urgency of the issue as felt by staff that see lack of diversity as unacceptable.'*

5. Board Governance

Board governance is a fundamental factor when a board decides to examine systemic inequities. This examination should convey the urgency of the issue as felt by staff that see lack of diversity as unacceptable. The board may develop a subcommittee designed to address systemic inequities and include staff members at all levels. The board may use its governance power to broaden the voices of people who are excluded, including the implementation of advisory boards whose members are truly heard and valued. In conclusion, the board should develop a cycle of inquiry to assess growth and areas of improvement.

6. Training

Addressing racial equity for nonprofit boards of directors is essential and begins with members gaining a better understanding of their biases individually and as a board. Boards can develop professional learning communities (roundtables, book studies, webinars, discussion groups) and other structures that address implicit bias and microaggression[9]. Boards can also develop racial literacy to assist members in developing a common language and understanding racism as a dehumanizing ideology and reality. It is also critical for each member to understand that racism and bias are the single most critical barrier to developing an organization that is equitable to all its citizens.

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[9] Microaggression is a term used for commonplace daily verbal, behavioral or environmental slights, whether intentional or unintentional, that communicate hostile, derogatory, or negative attitudes toward stigmatized or culturally marginalized groups.

7. Hiring Practices

Hiring practices should be evaluated using a root cause analysis. If people who are BIPOC don't volunteer or are not chosen for hiring committees, the organization should question this trend. There should also be an examination of the proportion of BIPOC individuals represented on each committee. According to Bryant (2016), outside of a work situation most people tend to engage with people who have similar characteristics and beliefs. Hiring committees should develop a tool to review the impact that bias can play during the hiring process. An evaluator can design recommendations for hiring committees.

To ensure the most qualified and diverse hires are a key focus of the organization, boards as well as c-suite executives should reach out to staff members on all levels to participate in the development of hiring procedures, evaluation tools and the recruitment process. Companies can develop relationships with BIPOC civic and service organizations as a tool of recruitment.

'It's NOT about the Differences in Education or Qualifications.'
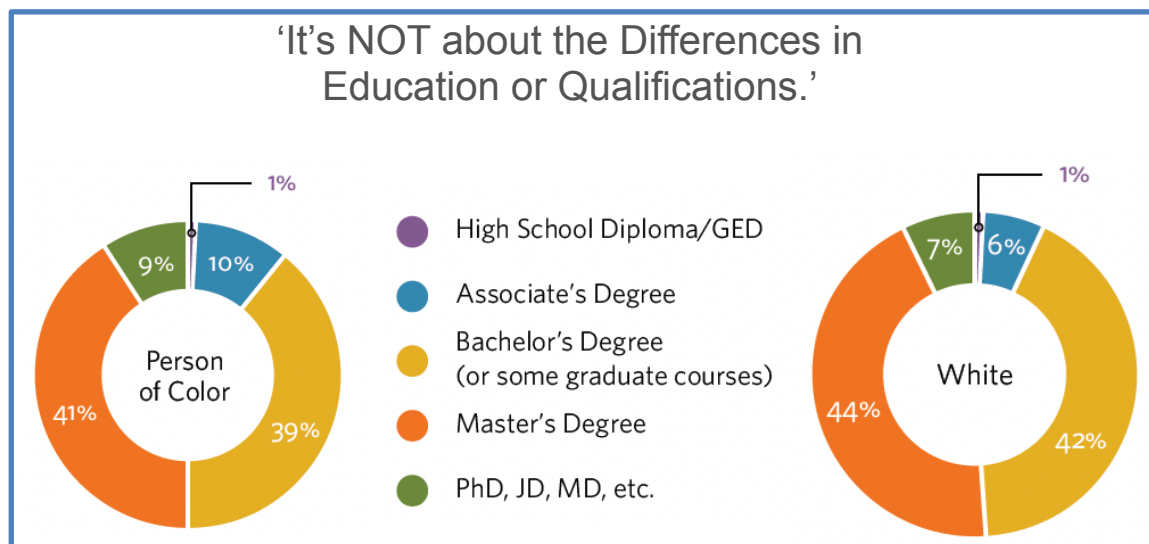
[10]

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[10] Race to Lead

II. Beyond Diversity to Inclusion

Problem

Diversity focuses on the makeup of your workforce or board, which includes demographics such as race, ethnicity and gender. Inclusion is a measure of culture that enables diversity to thrive—the behaviors and social norms that ensure people feel welcome, and are, in fact, heard and a valued part of the organization. Too many nonprofits focus on racial diversification as the key to addressing the negative outcomes resulting from systemic racism and bias.

Essential Question:

How do we move beyond diversity to inclusion?

Recommended Solutions

The collective group identified the following topics that can help organizations move from diversity to inclusion. Topics include: the decision-making process, creating an anti-racist/anti-bias culture, developing a formal process, and investment in professional development.

1. Decision-Making Process

A healthy democracy doesn't mean that everyone gets decision-making power; it means that everyone gets a voice. A diverse group of people should be involved in the decision-making processes of nonprofit organizations. When making decisions organizations should be collaborative and solicit input from people who are impacted by systemic racism and those who understand biases within the organization. This may include but is not limited to custodial staff, food service workers, security, and others who are valuable and often overlooked. An organization's most marginalized group will only voice truths within the organization if a safe space is created. A key factor in creating this space is the fact

that everyone in a leadership position understands their power in every engagement.

2. Creating an Anti-racist/Anti-bias Culture

A safe environment is developed by creating a culture conducive to accepting criticism as a form of growth. There should be an intentional effort and professional development geared to creating an organization that has the ability to have uncomfortable conversations. A first step would be to revisit mission and guiding principles — explicitly state what you are and what you are committed to as an organization. This will help as a guide to create an anti-racist, inclusive culture. Making an anti-racist statement as an organizational priority is a step in the right direction. Anonymous climate surveys may serve as a starting point to gauge the culture of any organization.

One concern from the collective groups is there are not enough spaces in organizations created for people to be heard. It is important that people feel heard as they enter the organization. This will build the culture of inclusion at the beginning of each employee's tenure. Ensuring that people feel heard and included will allow organizations to tap into the talents and skills of their employees, thus improving the overall work of the nonprofit, employee satisfaction, and retention.

3. Develop a Formal Process

Once an informal culture of inclusivity is in progress the process should be formalized. This process can include but not be limited to the creation of an equity policy, strategic plan and action plan. The policy would serve as a guide and reinforcer of the organization's commitment to equity and the development of an anti-racist organization. The strategic plan could include the belief systems and strategies designed to move from diversity to inclusion. The action plan will address the issue of who is going to do the work and how it is going to get done. If equity and inclusion is a priority in an organization there needs to be an everyday stated and actualized commitment for people to feel included.

4. Professional Development

To move from diversity to inclusion professional development has to be part of every step of the process. Organizations must decide on the investment of external and internal training. Nonprofits should engage in a needs assessment regarding moving from diversity to inclusion. It is important that all external training be able to deliver what the organization needs. There should also be a train-the-trainer component or a model that secures a healthy and manageable succession plan. Professional development should not be a one-shot deal. Ongoing training is needed in this work.

Many organizations have few staff with the knowledge and expertise to effectively address structural racism in their work. Institutions should train staff members to build capacity so staff members within the organization will become the experts in the work. The goal is to develop staff so people with this expertise work in each of the institutions' policy domains.

III. Capacity Building, Government and Foundation Funding

Problem

Systemic racism and implicit and explicit bias has limited access to funding, opportunity, and agency capacity building for nonprofits led by Black and Brown people.

Essential Question:

How do we change the systemic underfunding of Black-and-Brown-led nonprofit organizations and fortify the agencies that often best understand the communities they serve?

Recommended Solutions

The collective group identified two topics that can help organizations build capacity regarding government and foundation funding, which includes the role of the nonprofit and the funder. In Westchester, we all benefit from truly collaborative relationships with local government and foundation funders. We must collaborate further to address the impact of systemic racism.

For Funders

1. Capacity Building

"In light of the crises of 2020—a global health pandemic and resulting economic crisis, which have exacerbated long-standing inequities in our society, as well as a nationwide reckoning with anti-Black racism—nonprofits and funders alike have called on foundations to change the way they work to meet the needs of the moment" (Orensten, Buteau, Gehling, Malmgren, Marotta, & Martin, 2020). Funding streams for capacity building, with a focus on fortifying the infrastructures of Black-and-Brown-run organizations, will enhance delivery of the most culturally competent services and benefit both nonprofit clients and the nonprofit workforce.

2. Funding for Anti-racism/Anti-bias work

Funding entities can arrest or escalate a nonprofit's ability to engage in the work of dismantling systemic racism. It is important to note that funding sources may find that anti-racist/anti-bias work can be a hot-button topic (Brown, Kijakazi, Runes, & Turner, 2019). Yet funding to advance racial equity work is essential to the effective development and delivery of nonprofit services and to the health, safety and ability of nonprofit personnel, the majority of whom are people of color, to enjoy an even basic quality of life.

For Nonprofits

1. Nonprofits compete for limited government funding, keeping nonprofit salaries far below that of other sectors and leaving many nonprofit agencies dangerously underfunded. This systemic underfunding of nonprofit organizations has a negative impact on the nonprofit workforce, the majority of whom are people of color. Nonprofits can perpetuate systemic racism through competition or begin to dismantle it through intentional collaboration and power-building for the entire sector. Leaders should seek opportunities to support each other in establishing networks to change systems.

IV. Supporting People of Color to Lead

Problem

BlPOC people have been excluded from leadership positions in the nonprofit sector. There must be a change in the structure to promote equitable leadership outcomes and advancement for Black and Brown leaders.

Essential Question:

How do we support people of color to lead?

Recommended Solutions

The nonprofit sector needs assistance to recruit leaders that reflect the communities they serve. Organizations should analyze the impact of bias within an institution. Nonprofits should consider professional development for funders, supportive agencies, boards and staff members with the goal of mitigating the issues surrounding explicit bias, implicit bias, and microaggression. Each organization should conduct an analysis to determine if a foundational anti-racist/anti-bias training is needed.

1. Opportunity and Access

It is imperative to first and foremost recognize and address issues surrounding power and race. Organizations should develop policies that ensure opportunity and access for all leaders to be trained in anti-racist/anti-bias practices. Also, there should be an open and honest conversation about the impact of explicit bias as well as the everyday norms that foster implicit bias.

2. Change Recruitment and Hiring Practices

Organizations should invest in leadership programs that build capacity for BIPOC leaders. This program may include fundraising and grant development, financial management, supervision, working with a board and advocacy. However, the responsibility and burden for change should not fall on BIPOC people within the nonprofit sector. Hiring and promoting with an equity lens and identifying organizational biases that serve to exclude BIPOC people from leadership and other positions is essential. Organizations should examine their hiring and promotion policies, practices and procedures, ideas and assumptions around definitions of who is "qualified for the job."

Questions should be asked. Who in the organization contributes to the establishment of criteria regarding who is qualified to fill leadership and other positions? How are job descriptions developed? Who has input into the hiring and promotion process? Who makes the ultimate decisions?

3. Voice and Respect

One of the most important points regarding honoring the voices of BIPOC leaders is understanding racial trauma. In her Ted Talk, Color Blind vs. Color Brave, Mellody Hobson discusses the importance of having a diverse group of voices at the table. Hobson (2014) explains that if there are a limited number of voices at the table, it hurts our ability to change. The collective working group explained the importance of listening to BIPOC voices.

> *'In her Ted Talk, Color Blind vs. Color Brave, Mellody Hobson discusses the importance of having a diverse group of voices at the table. Hobson (2014) explains that if there are a limited number of voices at the table, it hurts our ability to change.'*

Additionally, the mitigation of stereotypes as a key factor in opening the lines of communication is paramount. Organizations should measure the scrutiny of BIPOC voices. If BIPOC leaders are disproportionately scrutinized it could lead to individuals disconnecting from the mission and organization, and inhibit the actualization of anti-racist goals. One suggestion is to bring the voices of BIPOC people to the table. Bringing in staff of all levels and providing a safe space for them to share experiences with the board and executive staff will help to even the playing field. The goal is to avoid a top down only approach as BIPOC people have been systematically excluded from the top.

Four Key Recommendations

1. Invest in Long-term Racial Equity Development for Staff at All Levels and Boards of Directors over "One and Done" Trainings. Be Open to Challenging and Difficult On-going Conversations.
2. Invest in Initiatives that are Individually Customized to Organizational Needs and Realities. Commit to Change.
3. In Statement and Through Policy and Practice, Embed Space for Diverse Voices and Commit to Supporting Leadership Opportunities for BIPOC people
4. Build Nonprofit Coalitions to Advance Racial Equity and Support Nonprofit Organizations Led by Black and Brown People over the Perpetuation of Competition and Systems of Oppression

Long Term Racial Equity Staff Development

Customized Initiatives, Commitment to Change

Embed Diverse Voices, SupportLeadership Opportunities for BIPOC

Advance Racial Equity, Support BIPOC Led Nonprofits

Nonprofit Westchester Moving Forward

   This report is not a final chapter. In many ways, it is a beginning. NPW will continue to serve as a convener of nonprofit agencies seeking to move an anti-racist agenda forward. We will share successes and challenges of agencies at different points in their anti-racist journeys and continue to provide platforms for community partners to have the often difficult and essential conversations around racial equity.

   To help fulfill our mission and to be most responsive to community input, NPW will launch Peer to Peer, a group for nonprofit BIPOC staff at all levels. Led by Dr. Alexandria Connally, this group will provide participants with the opportunity to receive support from each other and to inform NPW racial equity initiatives moving forward.

Nonprofit Westchester

Affinity Groups

Peer to Peer*

An Affinity Group for Nonprofit Personnel of Color
Launching May 19, 2022

*Working Title

Resources

My Role in a Social Change Ecosystem - https://dviyer.medium.com/my-role-in-a-social-change-ecosystem-a-mid-year-check-in-1d852589cdb1

A Theory of Racialized Organizations - https://journals.sagepub.com/doi/10.1177/0003122418822335

Dismantling Racism Workbooks - https://www.dismantlingracism.org/

DISMANTLING RACISM: A RESOURCE BOOK FOR SOCIAL CHANGE GROUPS - https://bit.ly/3GITzf5

Building Movement Project - https://buildingmovement.org/

CURE - The Coalition of Understanding Racism through Education - https://www.learnwithcure.com/

Harvard bias test - https://www.managementcenter.org/resources/smartie-goals-worksheet/

NY State Division of Human Rights - https://dhr.ny.gov/

People's Institute - https://pisab.org/

Race to Lead   https://racetolead.org/race-to-lead/

SMARTIE GOALS - https://www.managementcenter.org/resources/smartie-goals-worksheet/

The Ground Water Approach - https://www.racialequityinstitute.com/groundwaterapproac

Westchester Human Rights Commission https://humanrights.westchestergov.com/

YWCA White Plains & Central Westchester https://ywcawpcw.org/events/the-center-for-racial-equity

Add to our resources: Email recommendations to Jan Fisher at jfisher@npwestchester.org

References

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