

# CREATING A MORE DIVERSE AND INCLUSIVE BOARD



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Linda Kirby, Leadership Indianapolis  
Bryan Orander, Charitable Advisors

# Agenda

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- Warm-up – Issues/Opportunities
- Research – Bryan
- Recruiting and working effectively with diverse teams/groups – Linda
- Panel – What's Working
- Q&A
- Takeaways/Action Planning

# Warm-up (Tables/Small Groups)

- Intros
  - Name
  - Organization
  - Role
- Questions/Insights
  - Is diversity and inclusion a strength or growth area for your organization?
  - What are you hoping to learn today?

# Research – How are we doing?

## Board Strengths

- Mission Buy-in
- Financial Oversight
- Legal Oversight
- CEO Support

## Growth Areas

- Community Relations
- **Board Composition**
- Fund raising
- Monitoring Performance

# The “Average” Nonprofit Board

- Board Size – from 19 (1994) to 15 (2014)

## Diversity

- 71% Satisfied with gender balance
- 67% Satisfied with age membership
  - Members under age 40 – from 14% (2010) to 17% (2014)
- 31% Satisfied with Race/Ethnic membership
  - Members of Color – from 16%(2010) to 20% (2014)

# The “Average” Nonprofit Board

## Inclusion

- More than 50% demonstrate functional inclusion – policies, practices
- Less than 50% demonstrate social inclusion – interpersonal dynamics, group culture

# 5 Minute Case Discussions

- Food Aid
- The Regional Trust
  
- At Tables/Groups
  - ▣ How has this board unintentionally limited their new board members' ability to participate?
  - ▣ What changes might they consider?

# Thoughts to Consider

- One-dimensional expectation
- Asking to speak for all/every \_\_\_\_\_
- Look at meeting time and place
- Look at board member orientation/training
- Look at room setup/seating
- Perceived “power” of the boardroom



# Vital Voices - Direct from the Boardroom

- 550 board members of color responded
  - 72% African American
  - 12% Hispanic, Latin, or Spanish
  - 9% Asian
  - 3% two or more races
  - 3% American Indian or Alaska Native
  - 2% other

# Why Did You Join this Board?

## High

- Passion for Mission (80%)
- Opportunity to Give Back

## Medium

- Opportunity for Professional Growth
- Organization Needs My Skills
- Invitation from Friend or Colleague
- Desire to Work with Other Members

## Low

- Prestige of Organization
- Employer Supports Organization

# Positively Shaped Your Board Experience

- Board Culture (40%)
- Leadership Opportunities (21%)
- Mission (9%)
- Orientation
- Recruitment
- Policies

# Negatively Shaped Your Board Experience

- ❑ Board Culture
- ❑ Tokenism
- ❑ Financial Expectations/Fundraising
- ❑ Tone from Leadership
- ❑ Access to Power
- ❑ Expected to be “Voice for All”
- ❑ Lack of Commitment to Diversity/Inclusion
- ❑ Too Few People of Color

# Take a Moment

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- Capture Your Thoughts
- What was new information/Insight?
- What Might You Do Differently?

# What is Diversity for your organization?

- Know your WHY for seeking diversity
  - ▣ Make sure everyone agrees on this and can communicate it
- Define diversity for your organization and set specific goals
  - ▣ Goals and plans make all the difference
- Identify potential roadblocks and challenges
  - ▣ Create plans to overcome them

# Understanding Diversity

- What does your board need to help advance your mission?
  - Diversity does not “trump” other needs
- Identify your preferred board member profile and needs
  - Experience, geography, profession, etc.
  - Skill sets, influence
- Be intentional about seeking diverse candidates
  - Race/culture, gender, age, LGBT, disabled, veteran, etc.

# Identifying Prospects

- Your best practices:
  - Board, staff, committee members, others?
- Stay informed and up-to-date on community and leaders
- Identify community resources/organizations -
  - Leadership Indianapolis, United Way, Urban League, Immigrant Welcome Center, IndyHub, Orr Fellows, INRC, AA Alliance, many others



# Creating Meaningful Experiences

## *Understand Demographics*

<b>Millennials</b> <b>1980 – 2001</b>	<b>Gen X-ers</b> <b>1965 – 1979</b>	<b>Baby Boomers</b> <b>1946 – 1964</b>	<b>Traditionalists</b> <b>1925 – 1945</b>
2015 Age Range: <b>18 – 35</b>	2015 Age Range: <b>36 – 50</b>	2015 Age Range: <b>51 – 69</b>	2015 Age Range: <b>70 – 90</b>
U.S. Population Estimate: <b>92 million</b>	U.S. Population Estimate: <b>62 million</b>	U.S. Population Estimate: <b>78 million</b>	U.S. Population Estimate: <b>38 million</b>
<ul style="list-style-type: none"> <li>• Entitled</li> <li>• Optimistic</li> <li>• Civic minded</li> <li>• Close parental involvement</li> <li>• Values work-life balance</li> <li>• Impatient</li> <li>• Multitasking</li> <li>• Team oriented</li> </ul>	<ul style="list-style-type: none"> <li>• Self-reliant</li> <li>• Adaptable</li> <li>• Cynical</li> <li>• Distrusts authority</li> <li>• Resourceful</li> <li>• Entrepreneurial</li> <li>• Technology savvy</li> </ul>	<ul style="list-style-type: none"> <li>• Workaholic</li> <li>• Idealistic</li> <li>• Competitive</li> <li>• Loyal</li> <li>• Materialistic</li> <li>• Seeks personal fulfillment</li> <li>• Values titles and the corner office</li> </ul>	<ul style="list-style-type: none"> <li>• Patriotic</li> <li>• Dependable</li> <li>• Conformist</li> <li>• Respects authority</li> <li>• Rigid</li> <li>• Socially and financially conservative</li> <li>• Solid work ethic</li> </ul>

Source: Ron Aslop, *The Trophy Kids Grow Up; How the Millennial Generation is Shaking Up the Workplace* (Jossey Bass, 2008)

# Creating Meaningful Experiences

- Commit to and demonstrate inclusiveness as a value
  - ▣ Show that you value diverse voices and perspectives
  - ▣ Build board, committee meeting around this
  - ▣ Seek input, ask for feedback
- Build social connections
  - ▣ Puts the heart in the work
  - ▣ Keep all interests, schedules, abilities, etc. in mind
  - ▣ Consider asking a board member or two to take this on

# Creating Meaningful Experiences

- Create an individualized approach
  - Ask what they're looking for and help them fulfill it
  - Check in from time to time
- Ask what they need
  - Answers will be different 6 months + in
  - May have to anticipate
- Keep it goin'

# 5 Minute Case Discussions

- Diversity in Action
  - Macy's
  - Care, Inc.
  
- At Tables/Groups
  - What can you apply from these examples?
  - What challenges might you encounter?

# Take a Moment

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- Capture your thoughts
- What was new information/insight?
- What might you do differently?

# Panelists

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- Yvonne Harrington, Key Bank
- Terri Garcia, Southeast Community Services
- Mali Jeffers, Plan 2020 & Mosaic City
- Rafael Sanchez, Fineline Printing

# Yvonne Harrington

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- Vice President, KeyBank
- Indiana Youth Institute
- Southeast Community Center
- John H. Boner Community Center
- Madame Walker Theatre Center
- Near North Community Development Corporation

# Terri Garcia

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- Executive Director, Southeast Community Services
- Southeast Neighborhood Development(SEND)
- Healthnet
- Indiana Plan
- American Red Cross – Indiana



# Mali Jeffers

- Love Indy Manager, Plan 2020
- Founder, Mosaic City
  
- Indiana Humanities
- Indy Hubs' Exchange
- Big Car
- Downtown Indy Marketing Board
- Indianapolis Urban League The Exchange
- 100 Black Men Young Professional Council
- Indiana Avenue Cultural District League

# Rafael Sanchez

- VP of Business Development & Legal Affairs, Fineline Printing Group
- Former Partner, Bingham Greenebaum Doll, LLP
- Secretary, 2018 Super Bowl Bid Committee
- Secretary, Indy Chamber
- Board Chair, Cancer Support Community
- Executive Committee, United Way
- Past Chair, Leadership Indianapolis

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# Recommendations from Vital Voices

- Actively Recruit Board Members from Diverse Backgrounds
- Proactive policies, practices, values – Diversity Statement and Goals
- Be willing to openly discuss Diversity and Inclusion

# Thank you

## Linda Kirby

- [lkirby@leadershipindianapolis.com](mailto:lkirby@leadershipindianapolis.com)
- 317.860.3675
- [www.leadershipindianapolis.com](http://www.leadershipindianapolis.com)



## Bryan Orander

- [bryan@charitableadvisors.com](mailto:bryan@charitableadvisors.com)
- 317.752.7153
- [www.charitableadvisors.com](http://www.charitableadvisors.com)

