

THE BURDEN OF BIAS IN THE BAY STATE: The Nonprofit Racial Leadership Gap in Massachusetts

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Co-Directors, Building Movement Project

About the Survey

In 2016, the Building Movement Project conducted a survey of nonprofit employees across the country. More than 4,000 people answered questions about their experiences of race and leadership in nonprofit settings.

In 2019, BMP did the survey again. This time more than 5,000 nonprofit staff participated.



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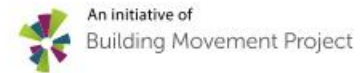
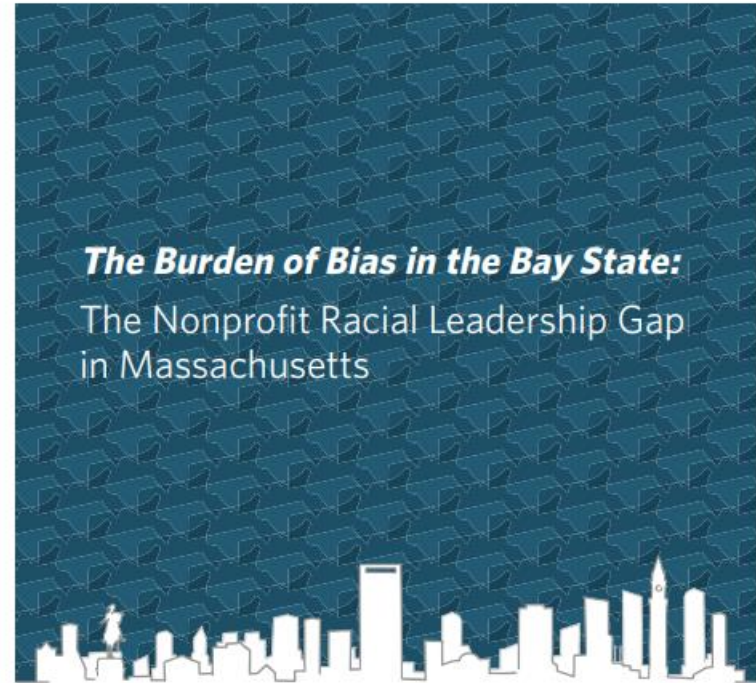
The Report

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Massachusetts Methodology

More than

5,200

Respondents

Nationwide

**417 Nonprofit staff
in Massachusetts**

Boston Area Focus Groups

January 2020

- Millennial/Generation Z People of Color
- Millennial/Generation Z White People
- Generation X/Baby Boomer People of Color
- Generation X/Baby Boomer White People
- EDs/CEOs People of Color
- EDs/CEOs White People



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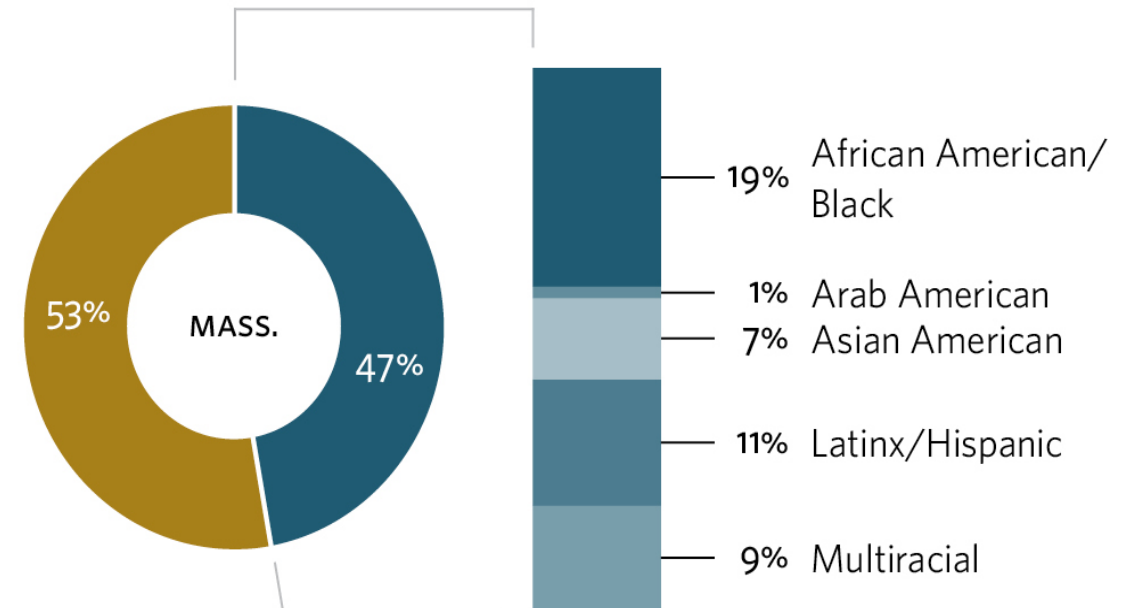
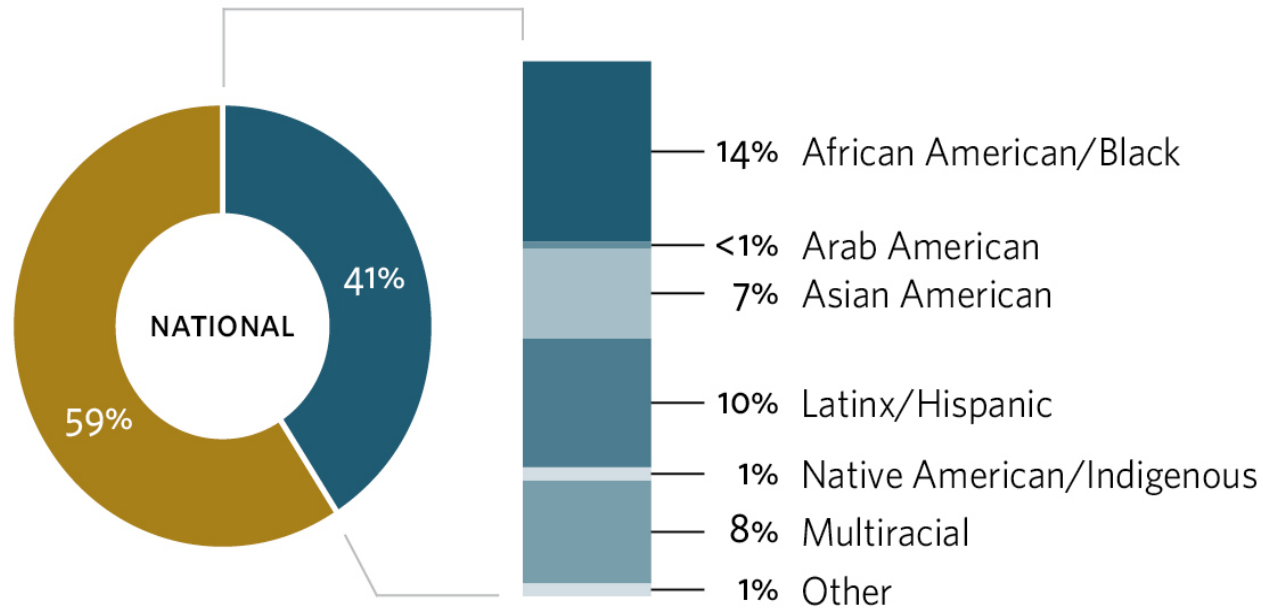
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Who Took the Survey: Race/Ethnicity

● PEOPLE OF COLOR ● WHITE



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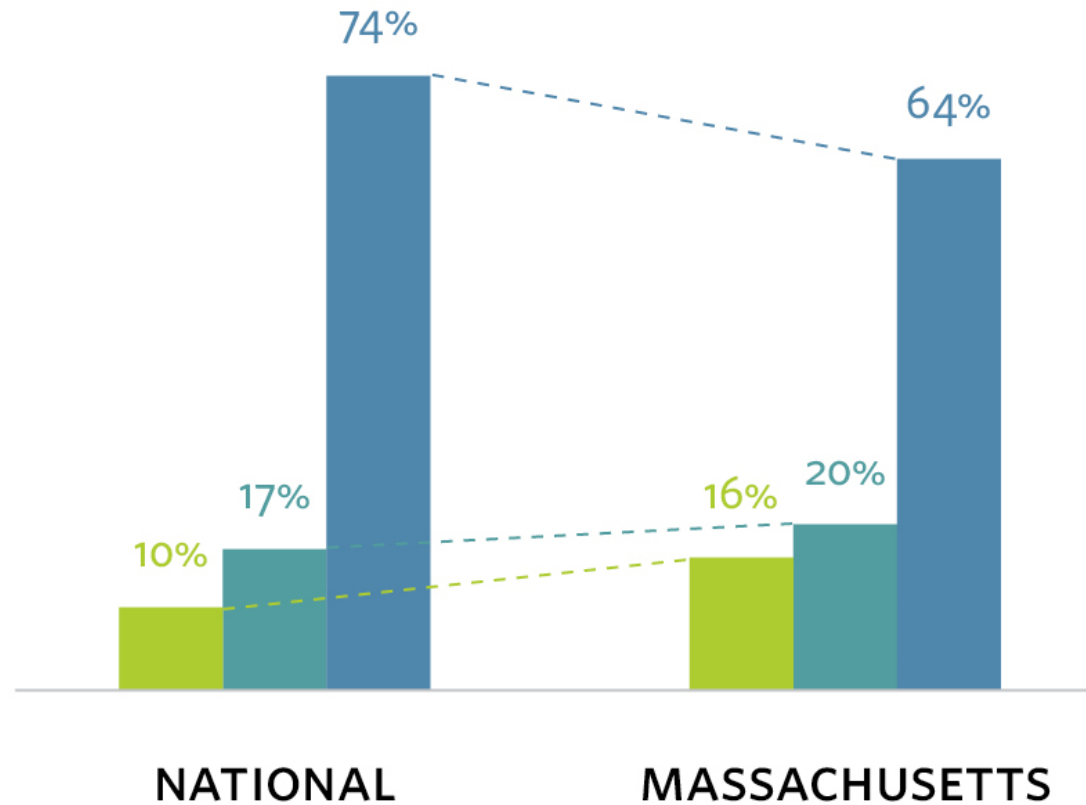
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Immigrant Experience

● IMMIGRANT ● CHILD OF IMMIGRANT ● CHILD OF U.S. BORN PARENTS



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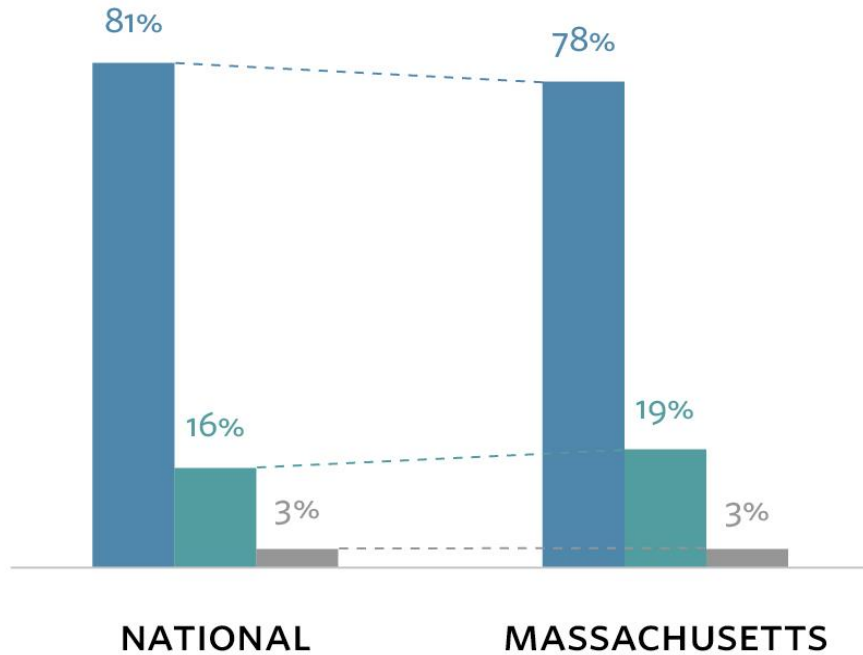
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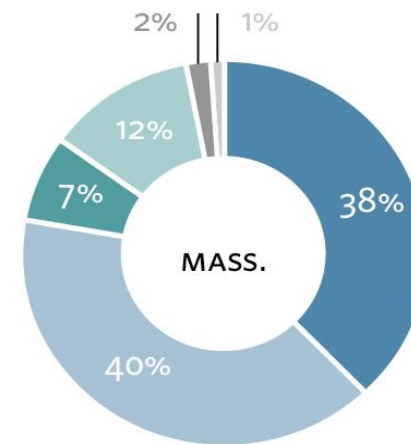
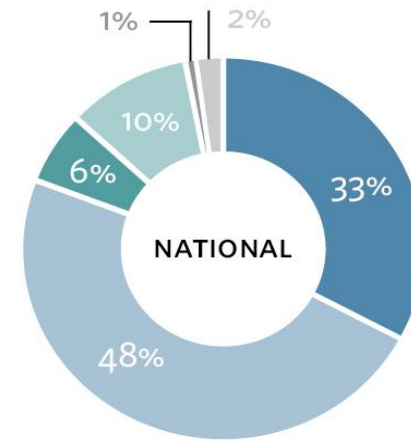
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Gender and Race

● WOMEN* ● MEN* ● GENDER NON-BINARY/NON-CONFORMING/GENDERQUEER



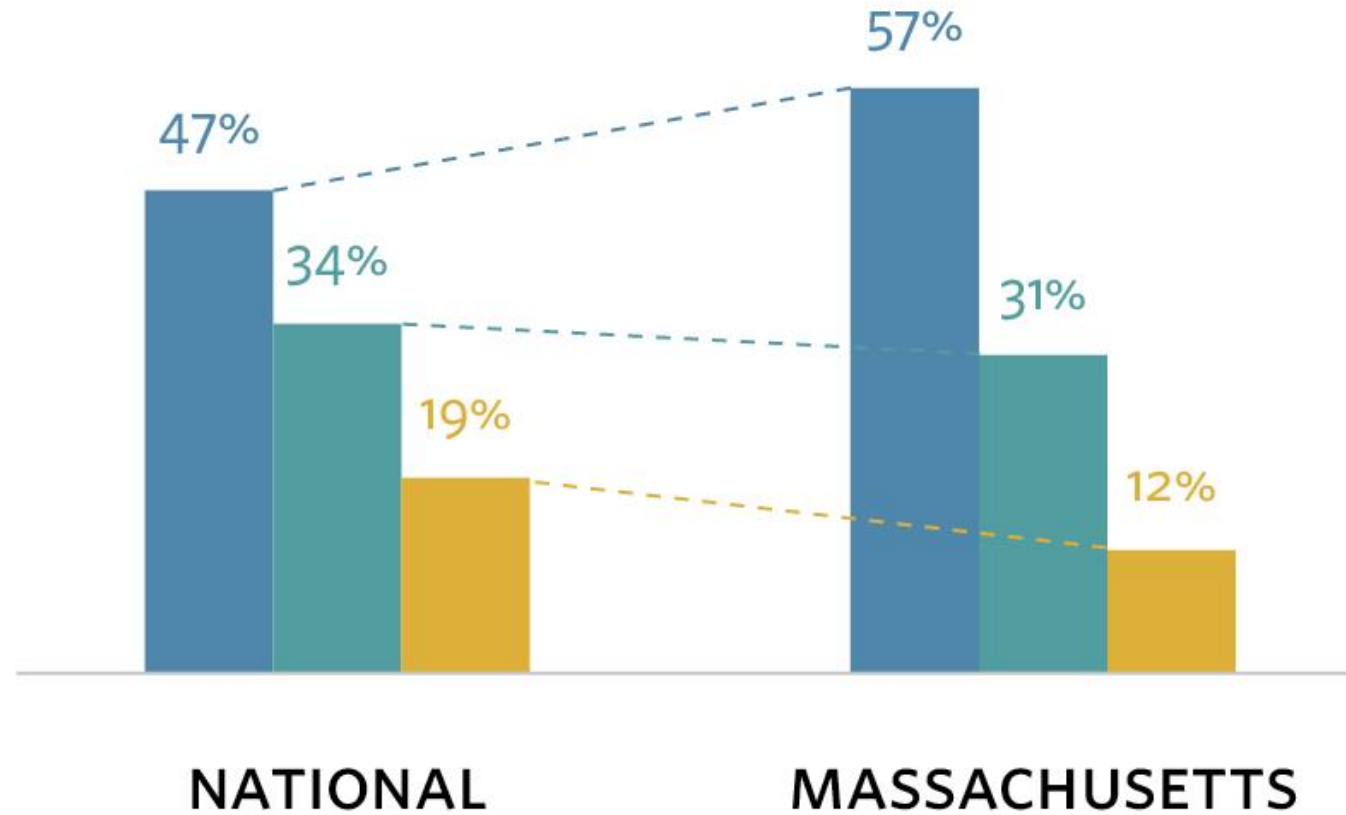
* Both cisgender and transgender respondents are included in the "women" and "men" categories.



- WOMEN OF COLOR
- WHITE WOMEN
- MEN OF COLOR
- WHITE MEN
- GENDER NON-BINARY/NON-CONFORMING/GENDERQUEER PEOPLE OF COLOR
- GENDER NON-BINARY/NON-CONFORMING/GENDERQUEER WHITE PEOPLE

Generation

- MILLENNIALS/GENERATION Z (18-37)
- GENERATION X (38-53)
- BABY BOOMERS/OLDER LEADERS (54-72+)



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Education/Generation

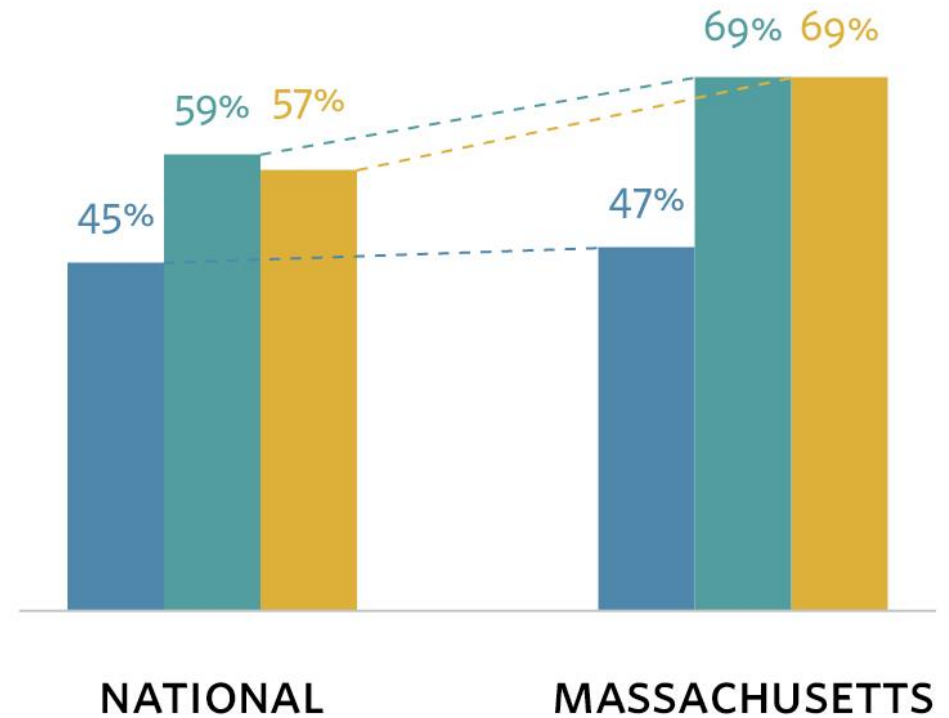
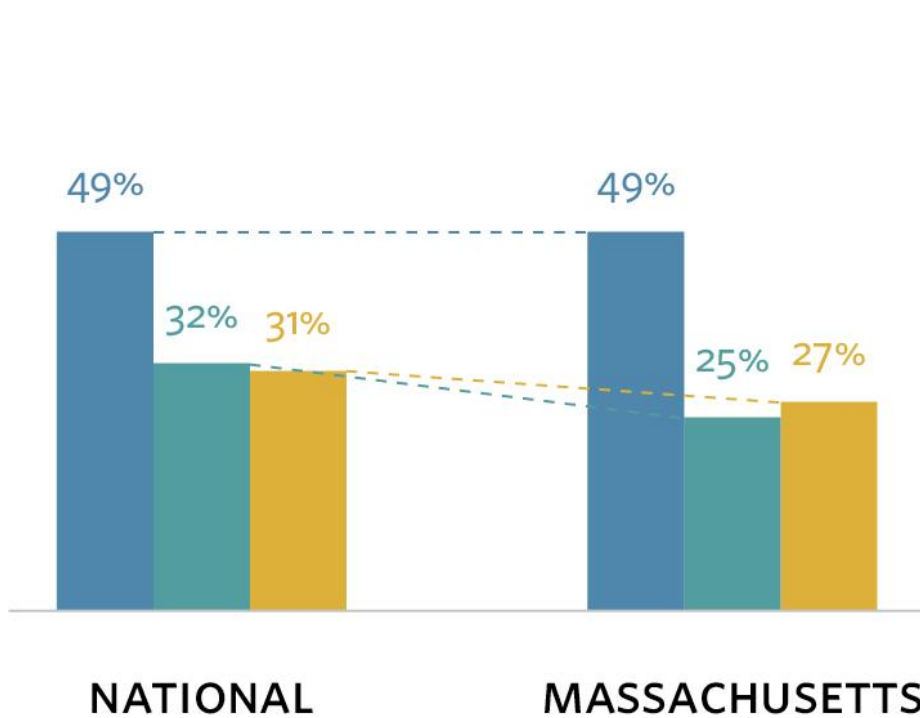
MILLENNIALS/GENERATION Z (18-37)

GENERATION X (38-53)

BABY BOOMERS/OLDER LEADERS (54-72+)

Bachelor's Degree

Master's Degree



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Three Key Findings

- 1 The Findings of the Original Race to Lead Report are Still Relevant Three Years Later**
- 2 There is a White Advantage in the Nonprofit Sector**
- 3 Diversity, Equity, and Inclusion Efforts are Widespread, and People are Uncertain about their Effectiveness**



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1. The Same Story

Similar to the first Race to Lead report, people of color and white respondents were similarly qualified and motivated.

The barriers to advancement that people of color faced were due to systemic biases.



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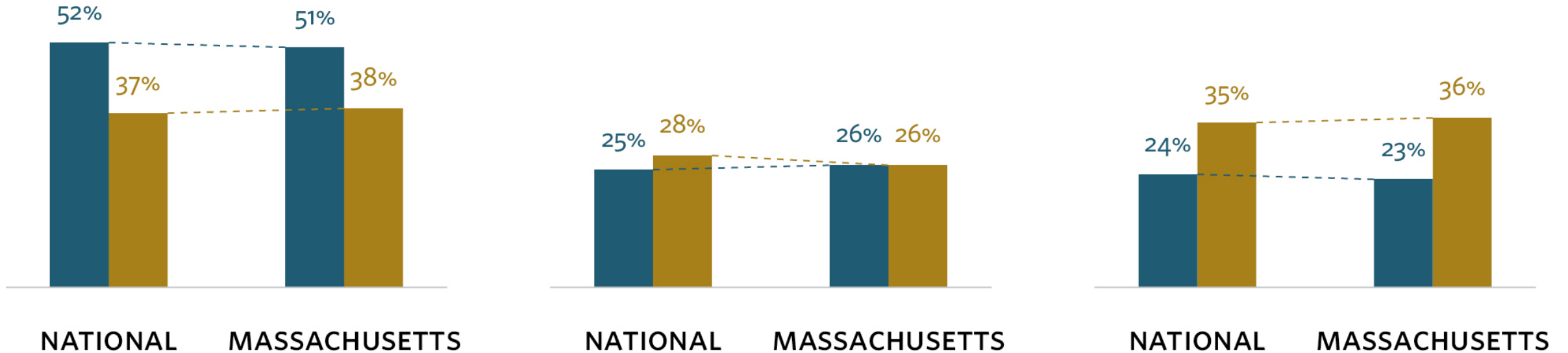
Leaderships Aspirations

● PEOPLE OF COLOR ● WHITE

Definitely/Probably Yes

Maybe

Definitely/Probably No



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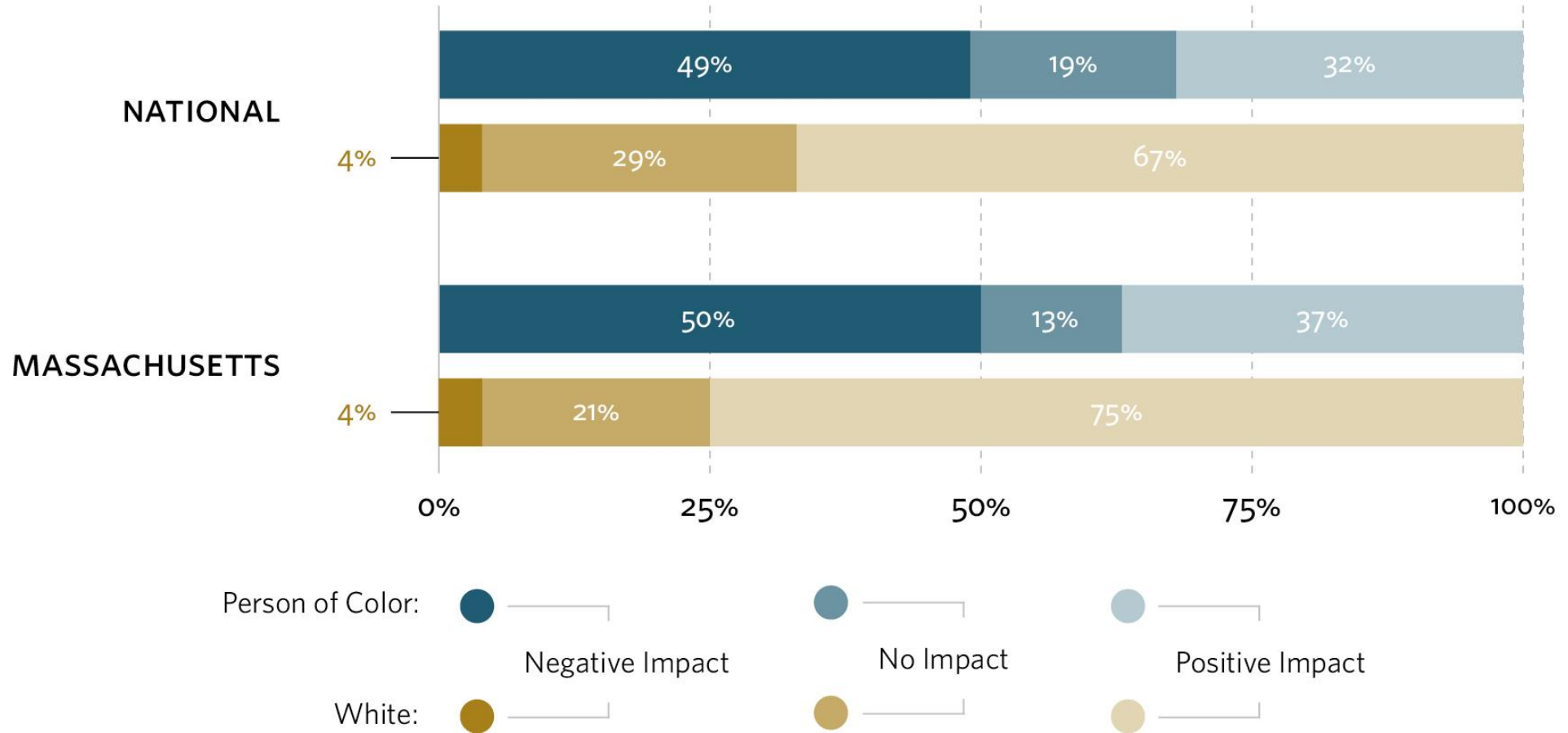
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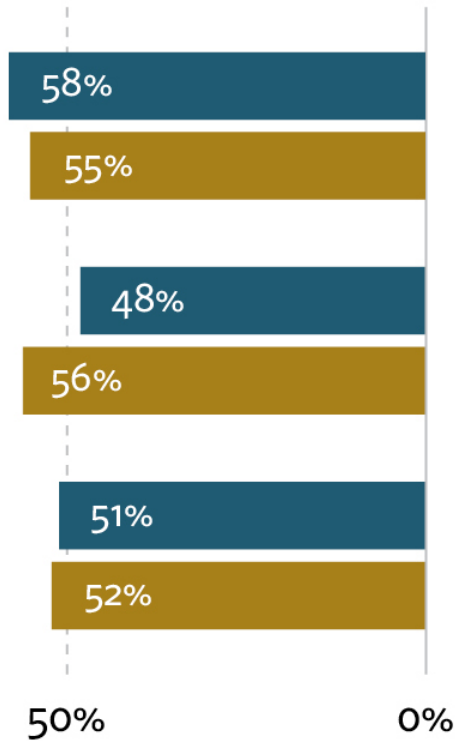
Race as a Barrier to Advancement

● PEOPLE OF COLOR ● WHITE



What it Takes to Advance

● PEOPLE OF COLOR ● WHITE

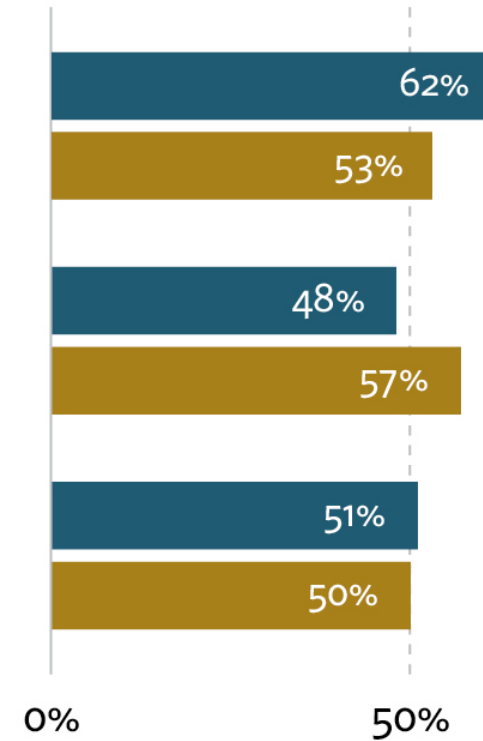


NATIONAL

Mentors outside my job/organization that provide advice, support, connections

Mentors inside my job/organization that provide advice, support, connections

Peer support/affinity group meetings or online discussions



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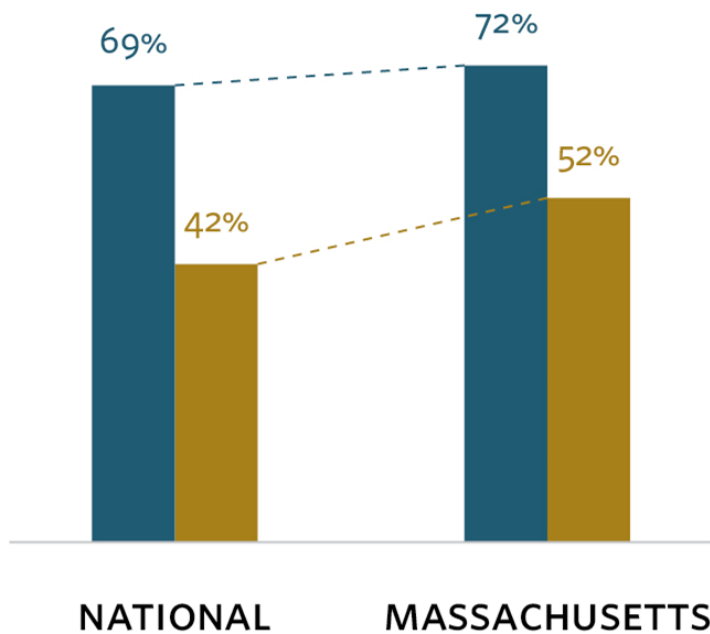
Respondent Networks

NETWORKS

● PEOPLE OF COLOR ● WHITE

RESPONSES: **SOMEWHAT/
STRONGLY AGREE**

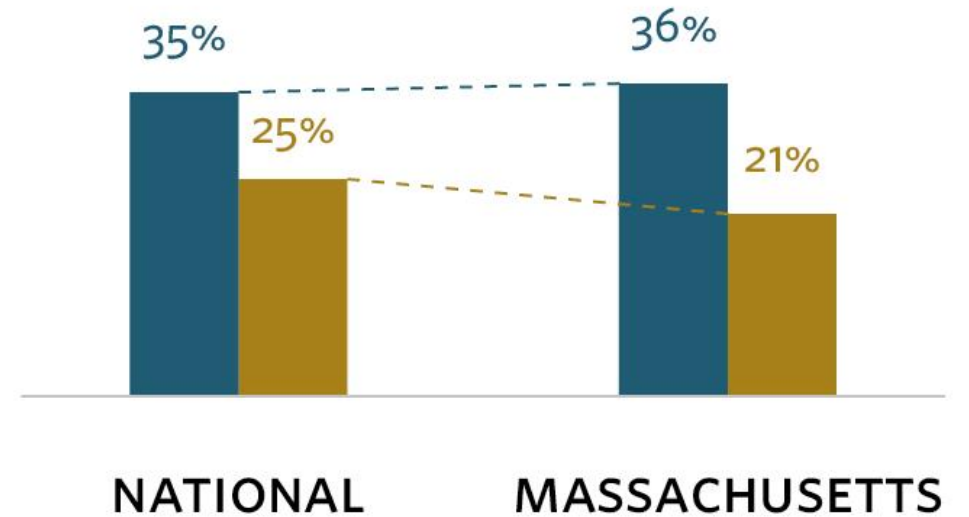
It is harder for people of color to advance because of their smaller networks.



LACK OF RELATIONSHIPS WITH FUNDING SOURCES

● PEOPLE OF COLOR ● WHITE

RESPONSES: **OFTEN OR ALWAYS**



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Respondent Networks

“ I feel like people of color tend to have a lot of connections and a lot of people they know who can be there for them, but I do think we have smaller professional networks. I'll be talking to white people and they know so many people who have gotten them jobs and positions. My parents know nobody, you know? ”

Millennials of Color Focus Group Participant



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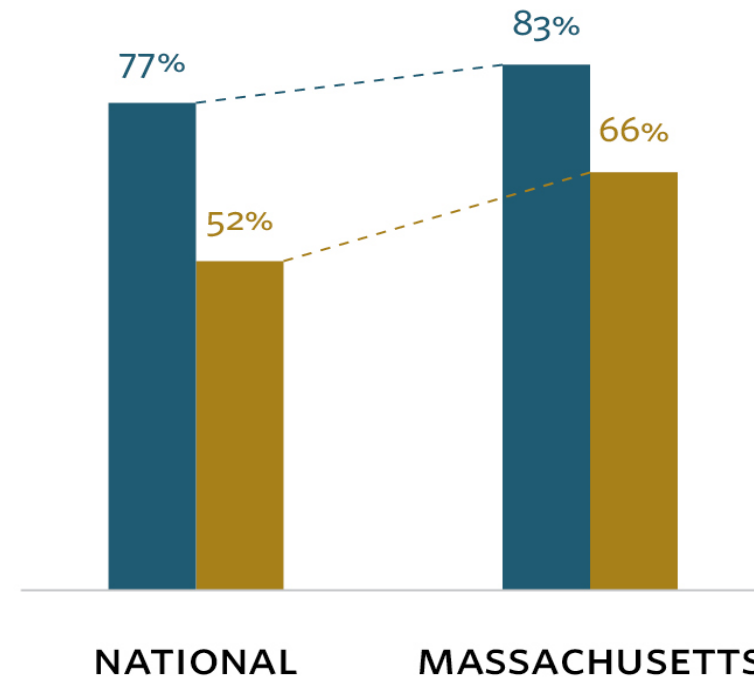
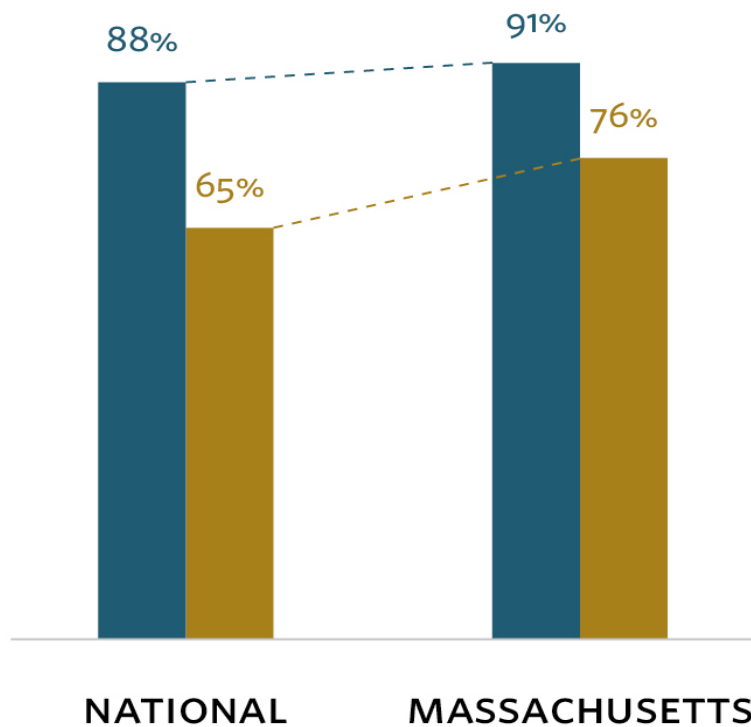
Perceptions of the Racial Leadership Gap

● PEOPLE OF COLOR ● WHITE

RESPONSES: **SOMEWHAT/STRONGLY AGREE**

People of color must demonstrate they have more skills than white peers.

Organizations looking for a new executive leader who is the "right fit" rule out candidates of color.



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2. The White Advantage

- ❑ The racial makeup of people in positions of power in nonprofit organizations;
- ❑ How respondents experience their workplace based on the racial demographics of its leadership
- ❑ Income disparities based on race in both nonprofit organizational budgets and individually.



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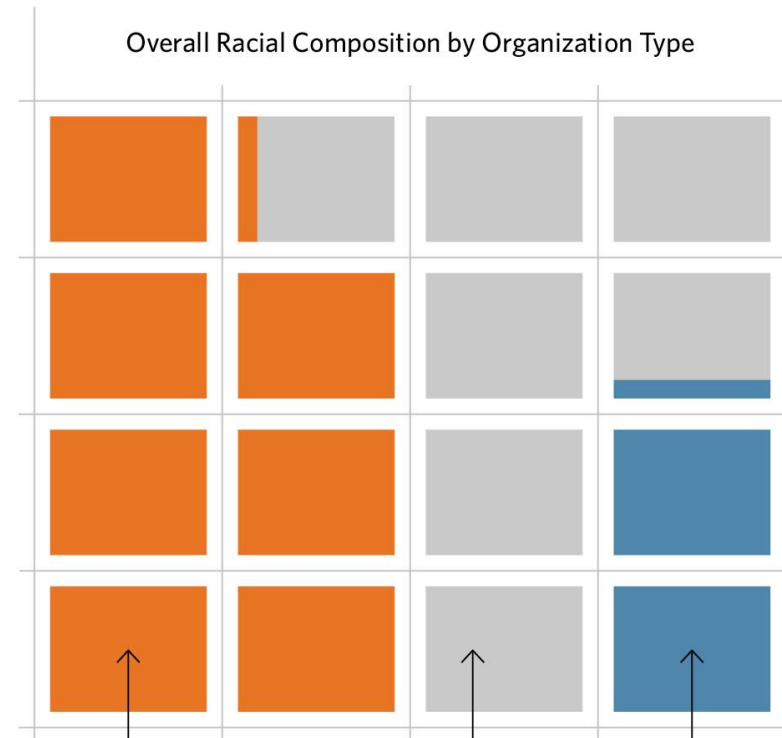


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National Data: Whiteness of Leadership

● WHITE-RUN: BOARD/LEADERS > 75% WHITE
 ● ALL OTHER COMPOSITIONS OF BOARD/LEADERS
 ● POC-LED: BOARD/LEADERS > 50% POC

		Racial Composition of Staff in Top Leadership Roles			
		LESS THAN 25% POC	25-49% POC	50-74% POC	75-100% POC
Racial Composition of Board of Directors	LESS THAN 25% POC	45%	8%	3%	2%
	25-49% POC	11%	7%	4%	2%
	50-74% POC	2%	2%	4%	3%
	75-100% POC	0%	0%	1%	6%



45%
 White-Run:
 Board/Leaders
 > 75% White

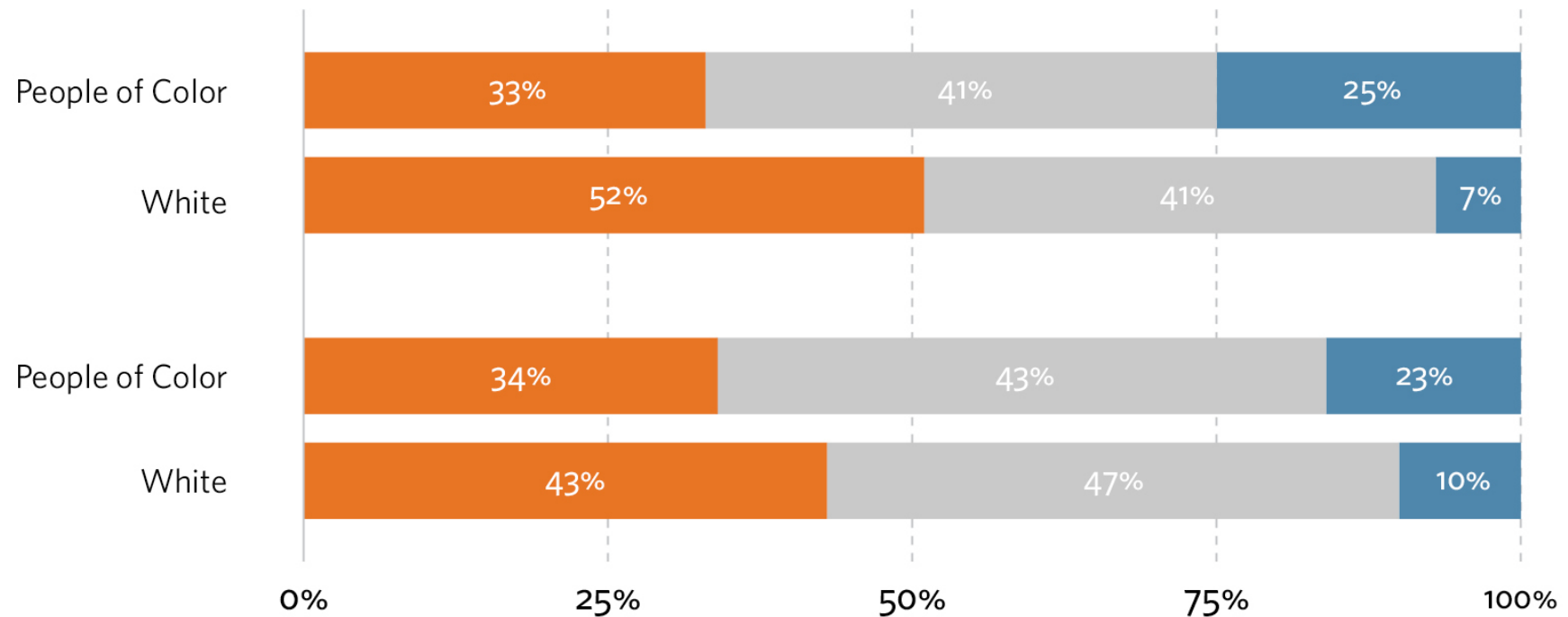
41%
 All Other
 Compositions of
 Board/Leaders

14%
 POC-Led:
 Board/Leaders
 > 50% POC

Race and Organizational Leadership

● WHITE-RUN: BOARD/LEADERS > 75% WHITE ● ALL OTHER COMPOSITIONS OF BOARD/LEADERS ● POC-LED: BOARD/LEADERS > 50% POC

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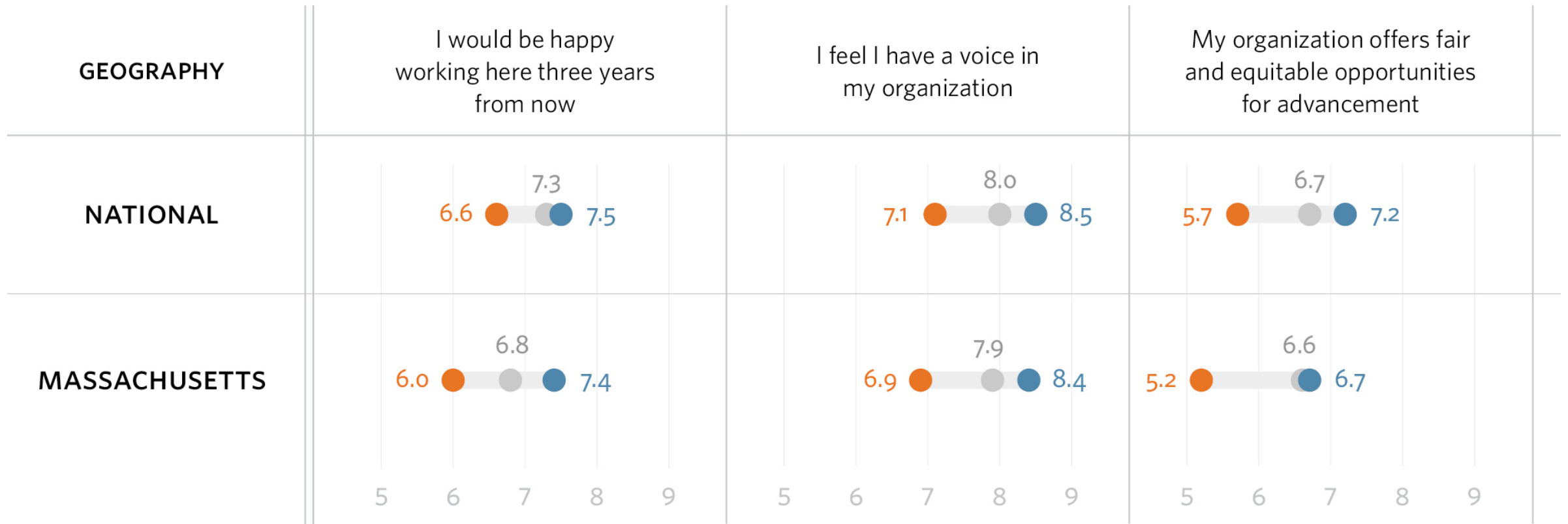


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Workplace Experiences by Organizational Leadership

● WHITE-RUN: BOARD/LEADERS $\geq 75\%$ WHITE
 ● ALL OTHER COMPOSITIONS OF BOARD/LEADERS
 ● POC-LED: BOARD/LEADERS $\geq 50\%$ POC

AVERAGE RESPONSES ON A SCALE OF 1-10



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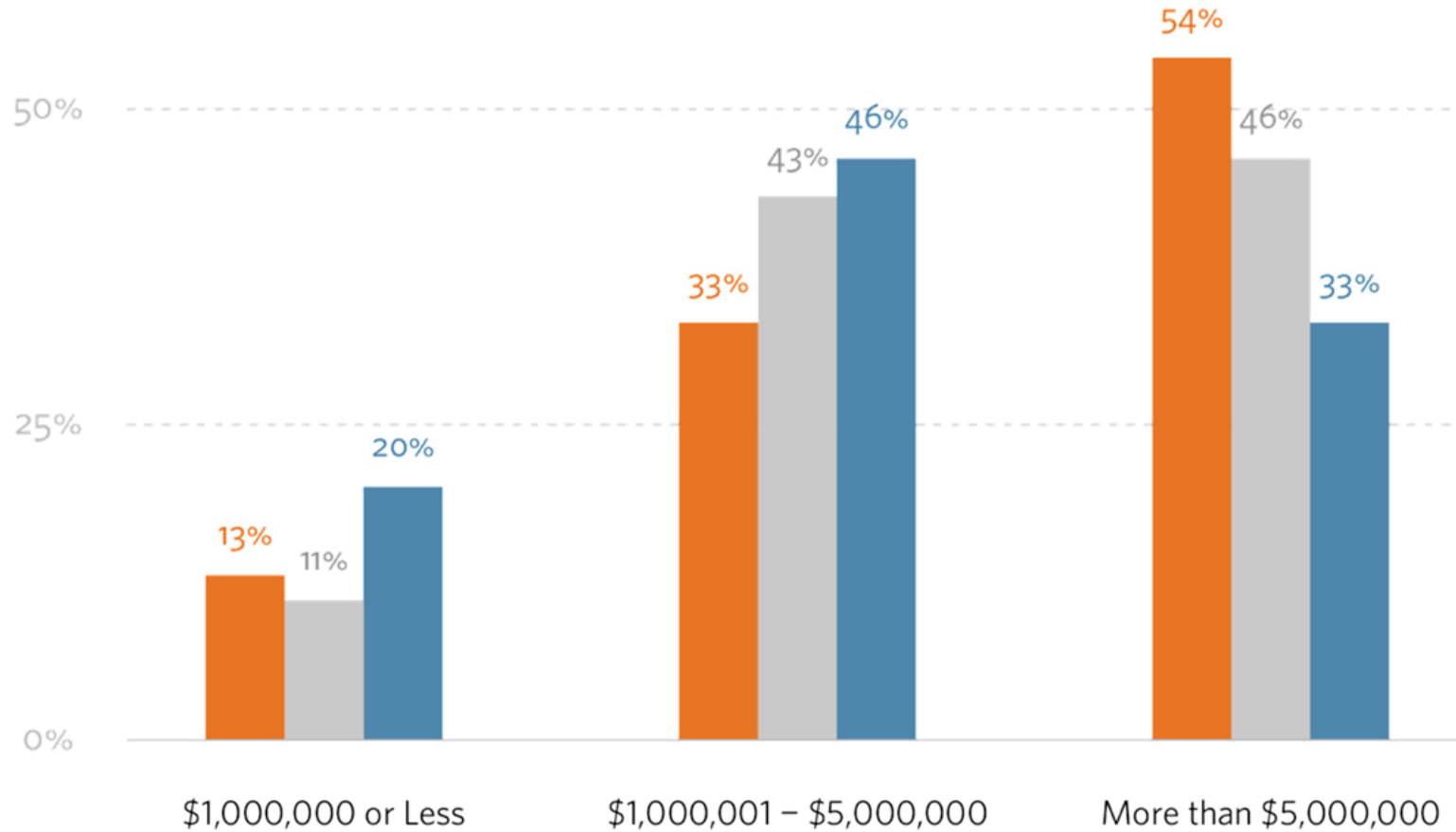
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Budgets by Organizational Leadership

● WHITE-RUN: BOARD/LEADERS > 75% WHITE ● ALL OTHER COMPOSITIONS OF BOARD/LEADERS ● POC-LED: BOARD/LEADERS > 50% POC



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Focus Group Participant

“What [funders] are doing is saying, 'Look, I'm going to give you \$50,000 because ... this is what we have and this is what you deserve.'”

Person of Color ED/CEO Focus Group Participant



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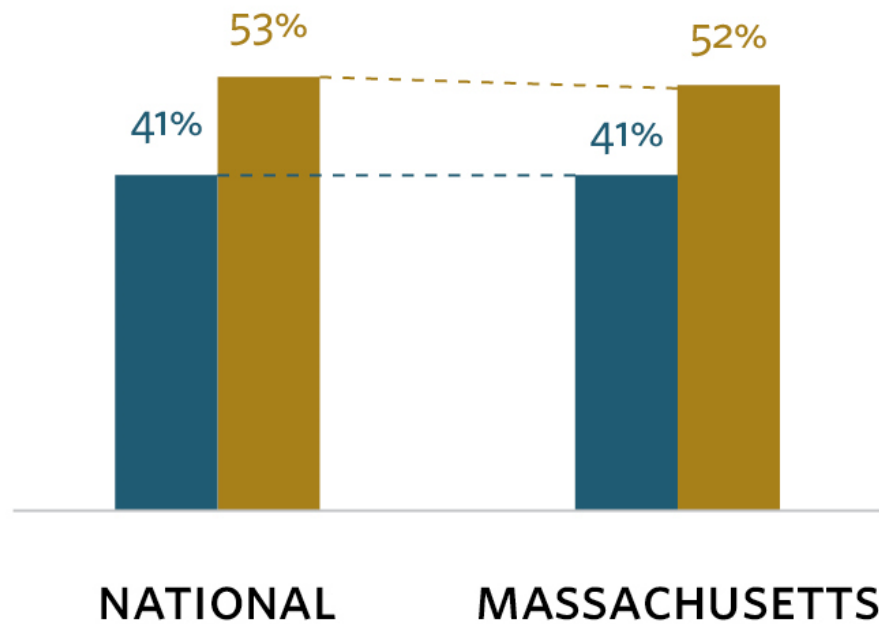


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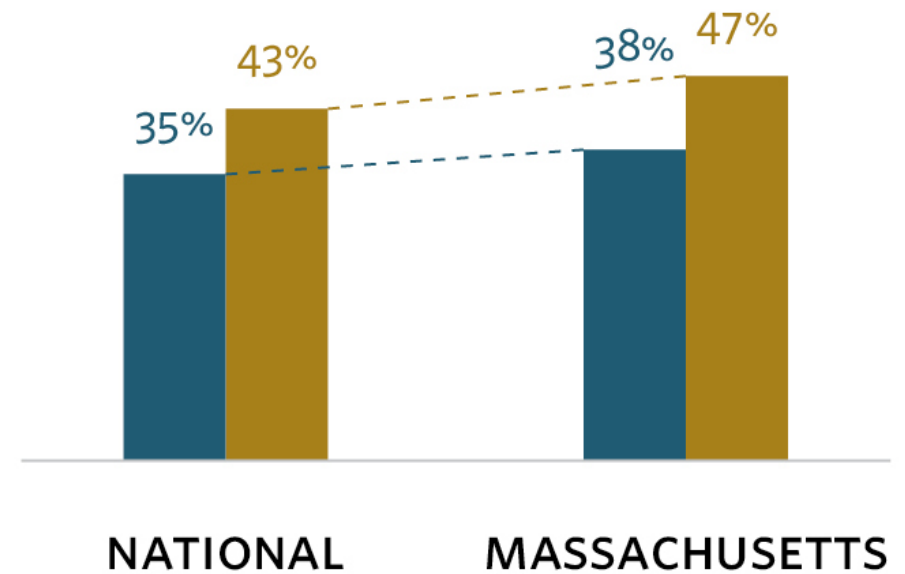
Respondents Financial Advancement

● PEOPLE OF COLOR ● WHITE

I received a cost of living raise.



I received a performance-based raise.



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3. Diversity Equity and Inclusion (DEI)

New questions related to DEI initiatives.

- Nationally, 74% of respondents work for organizations with DEI initiatives.**
- In Massachusetts, 82% of respondents work for organizations with DEI initiatives**

The impact of DEI initiatives is still unclear.



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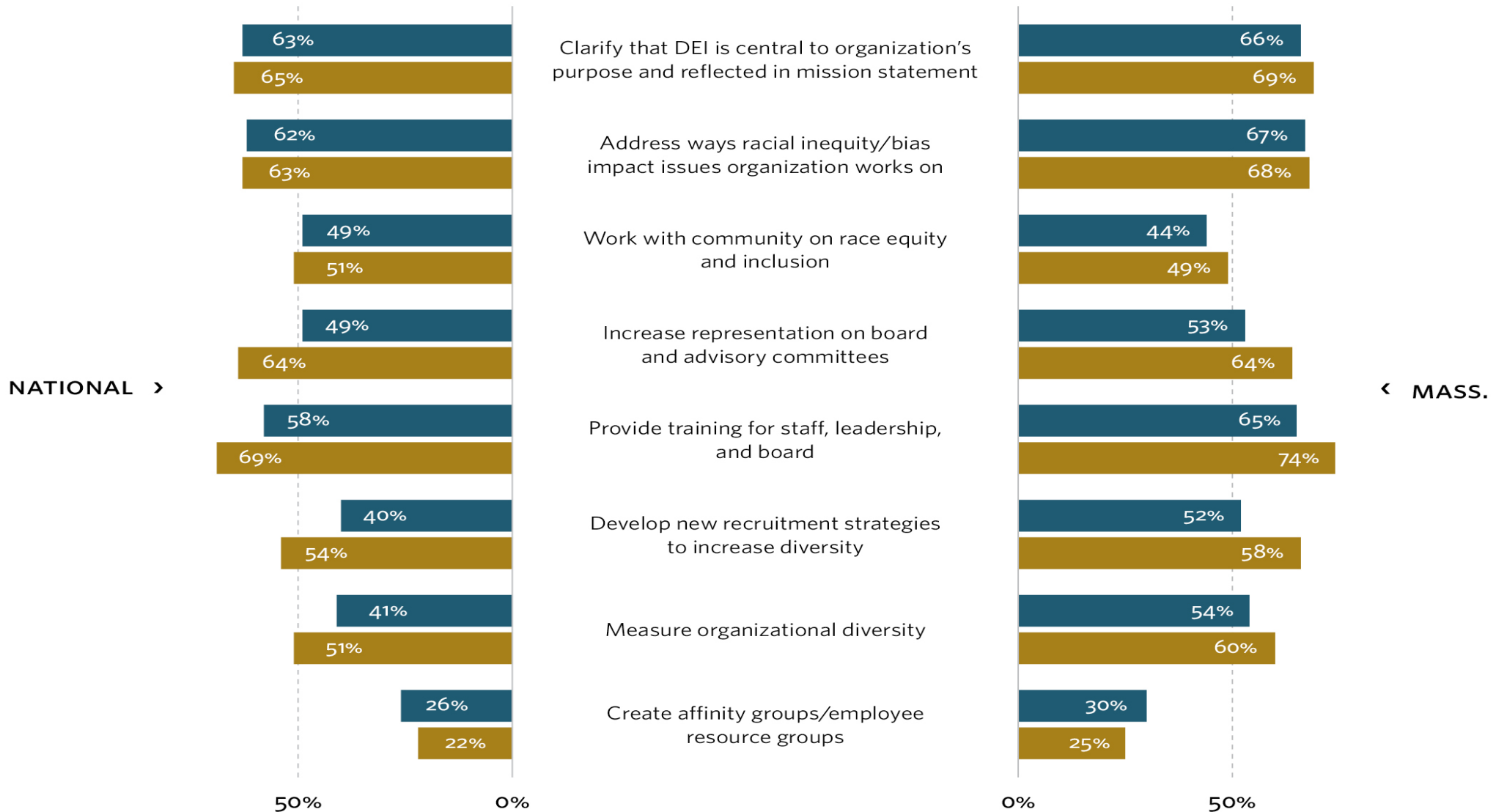
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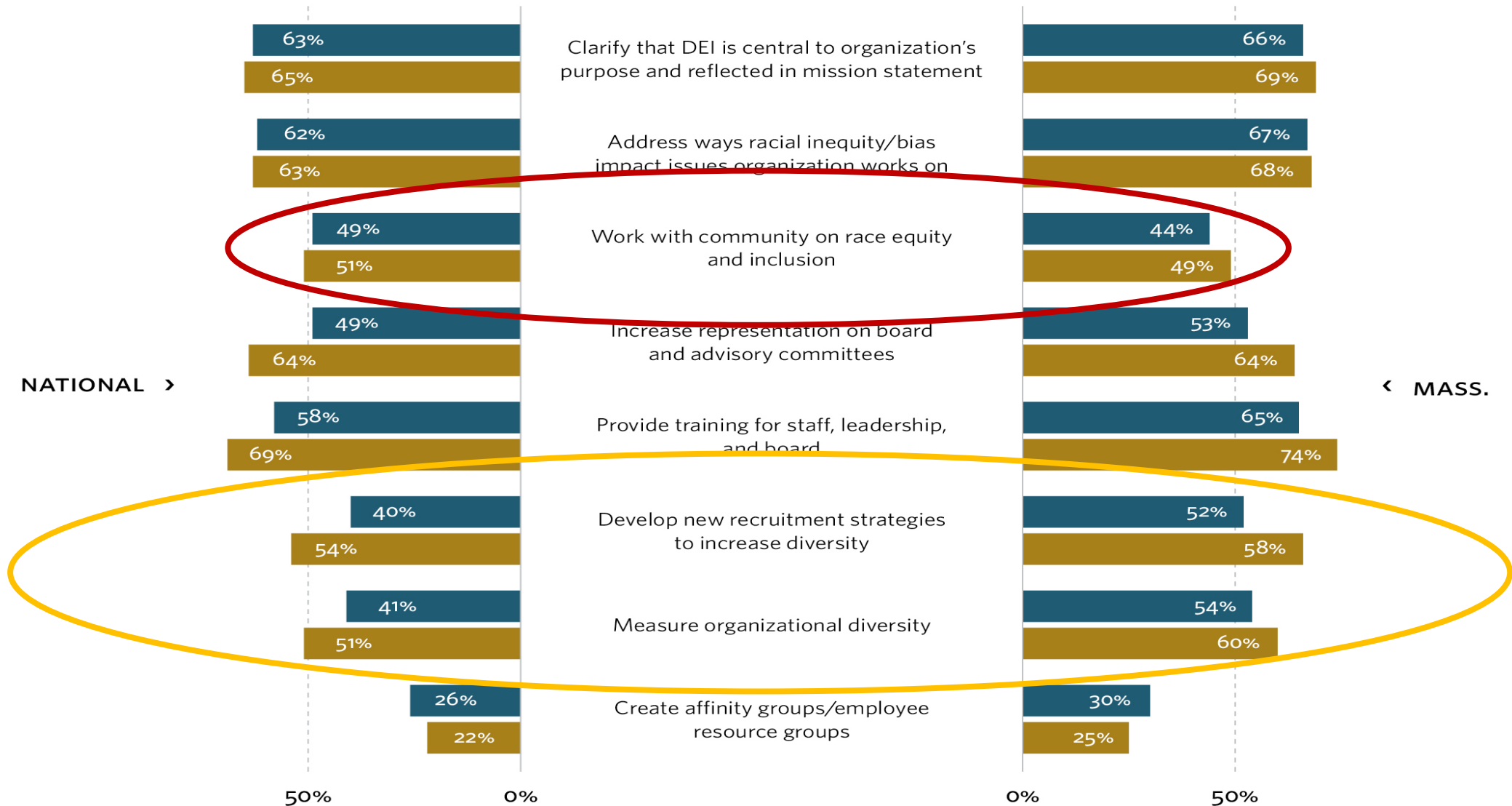
Types of DEI Initiatives

● PEOPLE OF COLOR ● WHITE



Types of DEI Initiatives

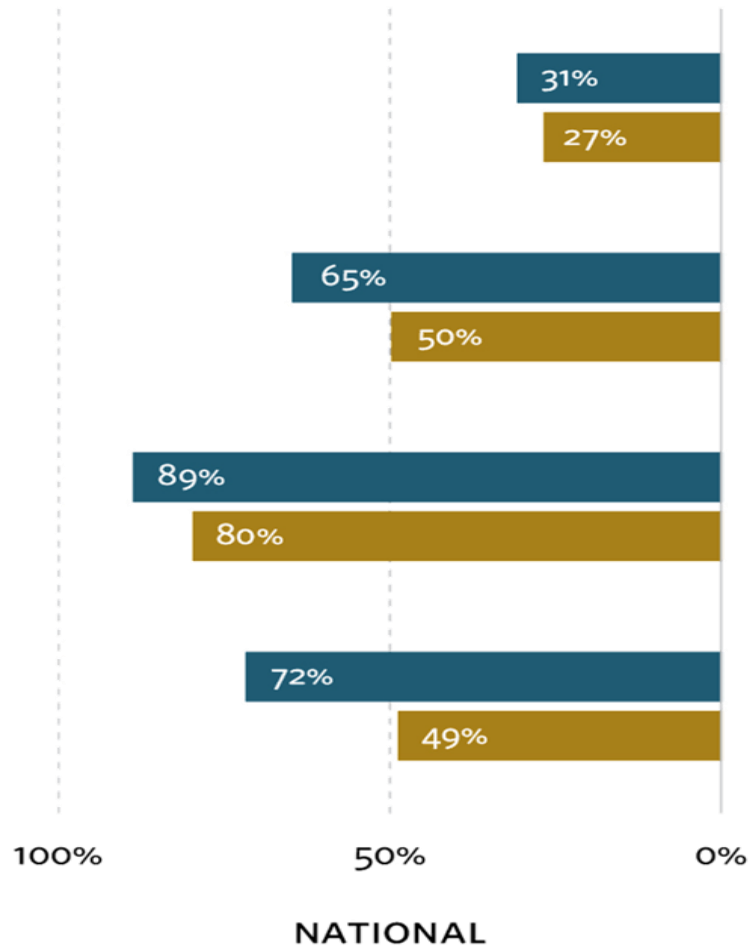
● PEOPLE OF COLOR ● WHITE



Addressing Racial Equity in Nonprofits

● PEOPLE OF COLOR ● WHITE

RESPONSES: SOMEWHAT/STRONGLY AGREE

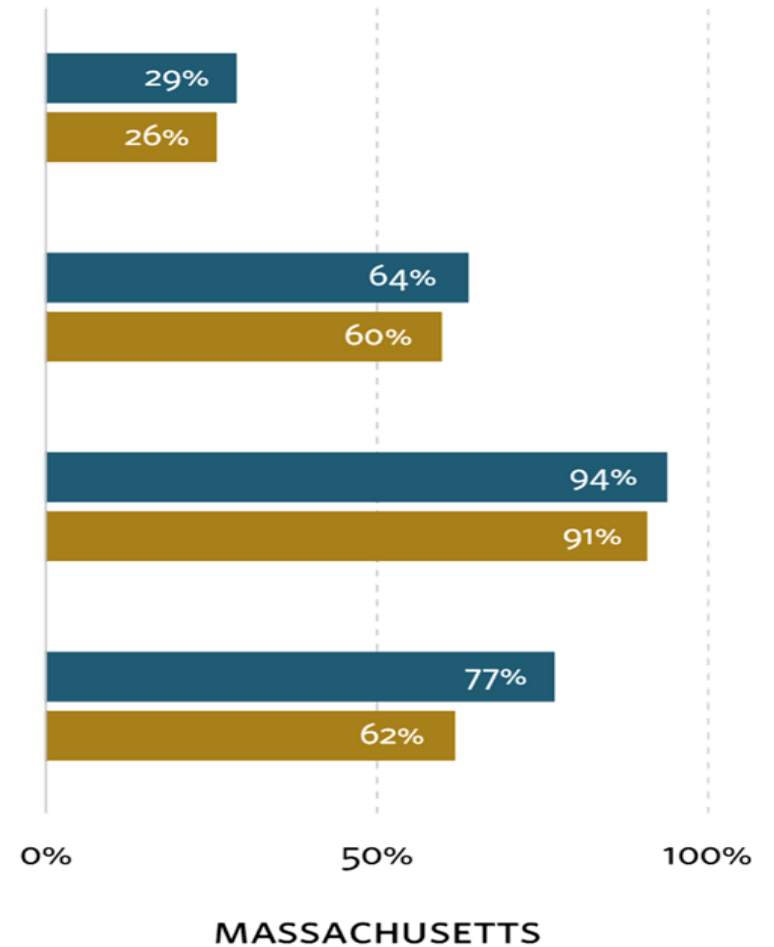


Issues of race and diversity in the nonprofit sector are so complicated it is not clear how to resolve them

Nonprofits trying to address race and race equity often create tensions they are not equipped to resolve

One of the big problems in the nonprofit sector is that leadership does not represent the diversity of the U.S.

We know how to improve DEI in the nonprofit sector, but decision makers do not have the will to make changes



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Moving Beyond Awareness

“One of the things I'm finding for myself as a CEO is [I need to] talk to others who are going through [DEI work], who are on the journey as well. It would be great to talk in terms of: ‘What's worked? What are the challenges? What are your fears?’”

White ED/CEO Focus Group Participant



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A Heavy Lift for People of Color

“ I'm sitting here with all of these leaders of color talking about diversifying our boards and it ends up becoming the responsibility of the nonwhite people in organizations to diversify these white spaces. The question that I think that we have to always put on the floor is, ‘Hey, white people, get your people.’ At a certain point, it's not just a responsibility of people of color. ”

Person of Color ED/CEO Focus Group Participant



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Opportunities for Change

1

Pay attention to the experiences of people of color in the workplace.

2

Ensure that organizational policies reflect the organizational commitment to equity. Act on those policies consistently.

3

Funders need to change their own practices to ensure groups led by people of color get the resources they need to grow and thrive.

4

Set racial equity goals focused on making the organization's leadership reflect the racial demographics of the population served.

5

Be transparent about DEI progress in organization-wide annual reviews to both guide course corrections and establish ongoing goals.



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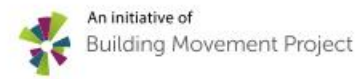
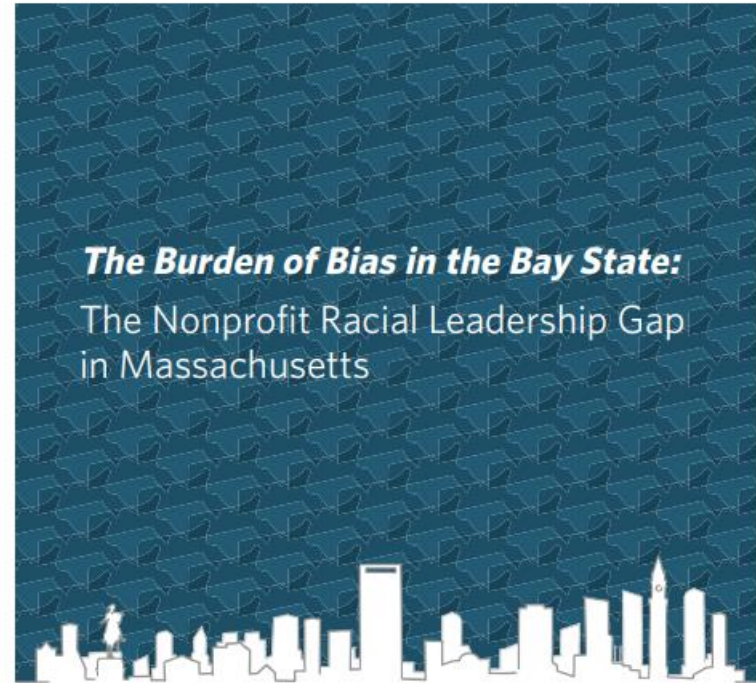
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