Advancing Racial Equity Through Organizational Change

Lessons from InclusionBoston
Mission Statement

YW Boston is dedicated to eliminating racism, empowering women and promoting peace, justice, freedom, and dignity for all.

Founded in 1866 as the first YWCA in the United States, YW Boston has consistently been a leader in advancing social equity for over 150 years.
Land Acknowledgement

YW Boston acknowledges that we reside on the traditional land of the Massa-adchu-es-et (Massachusetts) People past and present, whose name was appropriated by this Commonwealth. We reside on the ancestral and unceded lands of the Massachusetts People and we pay respect to this land and the people who have stewarded it throughout the years.
Vision

YW Boston is a thought leader on issues at the intersection of race and gender, and helps individuals and institutions create more inclusive environments where women, people of color, and in particular women of color, can succeed.
Problem Statement

Within institutions in Boston, there are intersectional systems of oppression, including racism and sexism that everyone plays a part in reinforcing. These systems, through adverse policies, practices, behaviors, and attitudes have negative impacts on many groups, especially women, people of color, and women of color, which prevent them from inclusion at every level in institutions in Boston—particularly leadership.
Understanding Equity in Organizations

**Macro:** Integrated systemic effort across several domains

**Meso:** Culture, Environment, Norms, Experiences, and Climate

**Micro:** Knowledge, Behavior, Attitudes
Creating Change
Our Theory of Change

**OBJECTIVES**

- **STEP 5** Identify structural and systemic barriers to achieving racial and gender equity
- **STEP 4** Identify strategies that can have an impact on racial and gender inequities
- **STEP 3** Research theories that explain and analyze racial and gender inequities

**INTERVENTIONS**

- **STEP 6** Implementation
- **STEP 7** Checking for understanding during implementation
- **STEP 8** Assess if programmatic outcomes are achieved
- **STEP 9** Assess if intended impact is achieved

**OUTCOMES**

- **STEP 2** Information gathering about gender and racial equity challenges in Boston
- **STEP 8** Assess if programmatic outcomes are achieved
- **STEP 9** Assess if intended impact is achieved

**INTENDED IMPACT**

- **STEP 1** Assessing views of individuals about their needs

**Racial and Gender Equity Promotion**

- Diversity, Equity, and Inclusion Services (LeadBoston, InclusionBoston, and Workshops)
- Advocacy (Advocacy Committee, F.Y.R.E. Initiative, and Coalition Building)
Program Overview

1. DISCOVERY & ASSESSMENT
2. DIALOGUES SERIES
3. ACTION PLAN DEVELOPMENT
4. FOLLOW-UP & OUTCOMES

EVALUATION
Assess status

Data and analysis to inform

Action Plans

Evidence Building

Research & Data to Inform Action
Why Evaluate?

Perceptions of Prejudice

Manifestations of Prejudice

Self Efficacy
## Organizational Action Plan

### Goal 1: Develop affinity groups

<table>
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<tr>
<th>Actions</th>
<th>Deadline</th>
<th>Resources</th>
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<th>Sub-Actions</th>
<th>Owner</th>
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| 1.1     | Dec 31   | - YW affinity group guide and readings  
         |          | - Leadership team meeting  
         |          | - The winter break  
         |          | - End of year giving  | - Review all resources provided by YW  
         |          | - Meeting to determine  
         |          | - Overall goals  
         |          | - Number of groups  
         |          | - Communications Plan  | Leadership team |
| 1.2     | Jan 15   | - YW affinity group guide and readings  | - Staff that with most knowledge and ability do not have the flexibility in their schedules to lead this effort  | - Determine the qualities and time commitment necessary to lead the group  
         |          |          |            | - Develop communications plan with leader descriptions and time commitment  | Jen |
| 1.3     | Mar 15   | - Example charters and action plans  | - Time and decision-making process  | - Draft Charter  
         |          |          |            | - Present to Leadership Team for feedback  
         |          |          |            | - Present 2nd draft to all staff  | Leaders of Affinity Groups |
The Cohort - Who are they? - TBF Portfolio

- 24% Education
- 22% ODG
- 20% Health and Wellness
- 13% Neighborhoods and Housing
- 11% Arts
- 10% Nonprofit Effectiveness
The Cohort - Who are they? - Gender

- 67% Women
- 31% Men
- 2% Other
The Cohort - Who are they? - Race

- 52% White
- 18% Hispanic or Latinx
- 17% Black or African American
- 6% Asian
- 6% Multi-Racial
- 2% Other
The Cohort - Who are they? - Positions

- Entry: 30%
- Line: 8%
- Teacher: 6%
- Middle Management: 24%
- Senior Management: 9%
- Executive Management: 16%
- Board: 7%
The Cohort-Commonalities

- Care about racial equity
- Desire to expand DEI
- Prioritize hiring and retaining staff of color
The Cohort-Challenges

- Turnover
- Pre-existing organizational priorities
- Uneven staff buy-in
- Lack of Alignment
- Insufficient support
Cohort Actions

Affinity Groups
• Self-identify
• Organizationally planned
• White and POC

Ongoing Learning
• Required reading
• Lunch and learn
• Internal Libraries

Mentoring
• Informal
• External
• DEI Mentorship

Policy and Practice Review
• Hiring
• Promotion pipeline
• Mission and vision statement
Cohort Findings

- Social Cohesion
- Clarity on how to achieve goals
- Self and group improvement
- Overall progress towards achievement
Recommendations

- Perceived identity matters
- Emotions in the workplace
- Diversity in disciplines yields high results
- Be empowered
Beth Chandler
President & CEO

• Joined YW Boston in 2012
• August 2018, appointed President & CEO
• Formerly at Achievement Network
• Formerly at MA Legal Assistance Corporation
• Formerly at Bank of America
Panelists

Yi-Chin Chen
Executive Director
Friends of the Children

Imari K. Paris Jeffries
Executive Director
Parenting Journey

Jim Klocke
CEO
Massachusetts Nonprofit Network
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