



Conducting a Gap Analysis

Part One: Elevating Inclusion
Building a Diverse Volunteer Community

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Advancement Forum

Diversity Is Everywhere

Increasingly Part of Daily Life

Diversity on the Rise

USA TODAY

Oscars 2017: Diversity Is Not a Simple Black-or-White Issue



ABC

the guardian

A Cabinet That Looks Like Canada



THE ATLANTIC

Diversity and Inclusion by the Numbers

\$150M

Total spend in 2016 at Google on diversity and inclusion related efforts

35%

Likelihood that ethnically diverse organizations will outperform their peers

#1

Hiring diverse candidates was the top challenge for hiring managers at nonprofits in 2016

Source: Murphy J, "Trudeau Gives Canada First Cabinet with Equal Number of Men and Women," *The Guardian*, Nov 4, 2016; Puente M, "Oscar Nominations 2017," *USA Today*, Jan 24, 2017; Wellford S, "Diversity Matters Outside the Boardroom," *U.S. News and World Report*, Jan 18, 2017; Advancement Forum interviews and analysis.

Broadening What Diversity Means

Understanding the Range of Variables

Cognitive

How we think and process information

- Thinking
- Interpersonal
- Learning

Relational

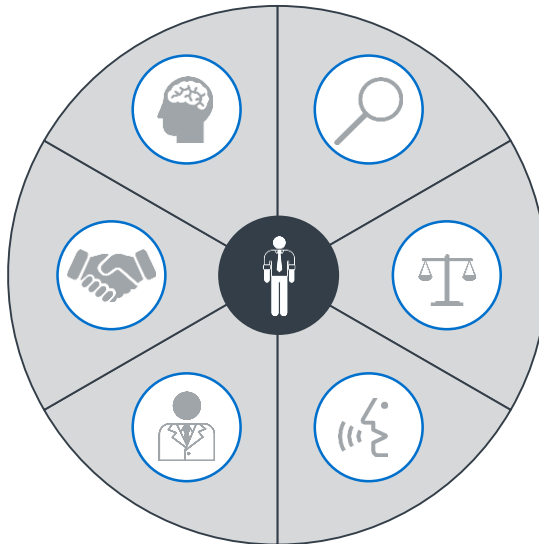
How we relate and rejuvenate

- Marital
- Generational
- Parental

Occupational

How we work and what we do

- Occupation
- Industry
- Tenure
- Affiliation



Physical

What others think they see

- Race
- Ethnicity
- Gender identity
- Appearance

Values

What we believe and feel

- Beliefs
- Culture
- Religion
- Attitudes

Societal

How we connect and relate to society

- Economic
- Political
- Origin
- Geographical



A Transition Happening on Campus

Changing Student Demographics in Higher Education

Significant Progress From 1980 to 2016

17%

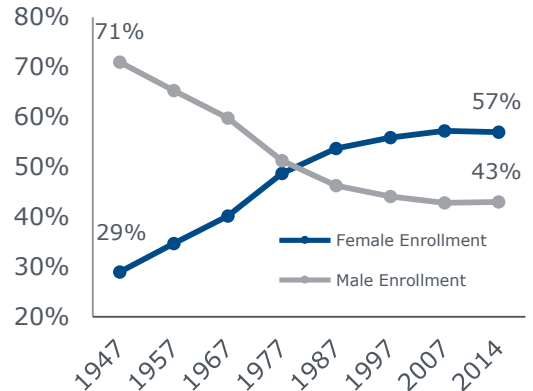
First-time enrollments from Black, Hispanic, and Asian-American students in 1980



39%

First-time enrollments from Black, Hispanic, Asian-American and Biracial students in 2016

First-Time Students by Gender



High Growth Student Populations, 1980-2016

285%

Growth in **Hispanic** enrollment

240%

Growth in **Black** enrollment

375%

Growth in **Asian/Pacific-Islander** enrollment

Failing to Engage Diverse Populations Now

Because Their Experiences Weren't the "Norm"

Status Quo Engagement Techniques

- ✘ Country club hosted gala dinner
- ✘ Campus-based alumni programming
- ✘ Reunion leadership giving volunteers
- ✘ Regional networking events



*"Why are all these events at the country club?
Nobody looks like me there."*

*"I don't want to return to campus. I don't have
great memories from my time there."*

*"Why are there no women on this
alumni panel?"*

*"I thought things had changed since the 1980s,
so why are there so few students of color in
these pictures?"*

Minority Volunteerism is Low Nationwide



It's Not for Me

Positions and advertisements do not speak to minorities' interests



Friend Had a Bad Experience

One bad experience snowballs into a chain of disengagement



Alone Again

Unwilling to be the only person from a given background



Doing a Favor

One-off events are considered "helping," not "volunteering"

Even the Best Intentions... ...Can Have Unintended Consequences

“We hosted an annual picnic for our diverse alumni for the last 10 years. We thought they all enjoyed the engagement back on campus. It was not until one of our Black alumni informed us about the cultural challenges and sensitivities around the word ‘picnic’ that **we learned we had been making a grave mistake.**”

How Can We Enhance Our Efforts?

Three Steps to Conduct a Volunteer Gap Analysis

1

Source Diverse Perspectives



Black Alumni
Listening Tour



Stanford Needs
Alumni Perspectives

2

Catalog Current State



Annual
Diversity
Dashboard



Diversity
Inventory

3

Launch New Initiatives



Targeted
Alumnae
Mentoring

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Leading with Humility

Build Ways to Collect Feedback into Existing Events

Gathering Alumni of Color Feedback

1



Identify existing events that attract diverse alumni

2



Build time into agenda to collect feedback

3



Prepare affinity champions and staff to facilitate conversations

4



Create a post-event call to action focused on engagement

Talking Points for Diverse Alumni Gatherings

- What was your experience on campus like?
- How do you want to engage with your alma mater? How could we improve?
- What engagement asks resonate with you and your peers?
- How can Samford better signal our support for diverse students and alumni?
- Would you connect with fellow diverse alumni to encourage deeper engagement?



“This has been a great way to signal institutional leadership’s support while also sourcing feedback.”

*Chris Blazer
Senior Director of Alumni Programs and
Annual Giving
Samford University*

From Difficult Conversations to Results

Enhancing Diverse Alumni Engagement and Giving

Samford's Efforts Yield Unprecedented Response from Alumni of Color

\$1.2K

Dollars raised at luncheon event for minority initiatives

\$6K

Dollars raised via follow-up 36-hour crowdfunding effort for IMPACT Scholarship

43%

Percent of donors making their first gift to Samford

“These alumni, they are accomplished, but some may not have had the best experiences at Samford. They want to ensure that the diverse students of today have a better experience. They insist that **their engagement and philanthropy positively impacts current diverse students.**”

*Chris Blazer
Senior Director of Alumni Programs and
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Creating Bespoke Initiatives to Gather Intel

“Stanford Needs Alumni Perspectives” (SNAP) Engagements

Program Purpose



To use high-potential alumni as volunteer “strategists” to address a key issue that a campus partner is seeking to resolve

Sample Engagements

- Offered guidance to Stanford Law School regarding women’s engagement effort
- Developed first generation alumni programming suggestions and plans



Key Logistics



- 3-4 annual SNAP engagements
- 6 to 12 diverse alumni volunteers selected to participate in each engagement
- Volunteers attend 1 to 3 working sessions either in-person or virtually
- Staff guide high-performing diverse volunteers to next-step leadership roles

First Generation SNAP

Goal:

Engage first generation Stanford graduates and source feedback on alumni programming

Questions for consideration:

- What efforts resonate with first generation alumni?
- How do you want to give back to Stanford?
- Where does Stanford have more work to do to connect with other first generation alumni?

Engaging Underrepresented Alumni

Moving Beyond the Usual Volunteers

First Generation SNAP Feedback



Alumni speaker at first generation student welcome dinner



Oral history project



First generation alumni/student Thanksgiving dinner



First generation mentoring



\$10K

Pilot project grant dedicated to support initiatives of first generation SNAP



An Onramp for Greater Engagement

“The idea behind the SNAP program was to **build and engage underrepresented alumni in positions of leadership and build that more intensive leadership pipeline.**

We need to do a better job of engaging those whose Stanford experience doesn't align with what we think is typical.”

*Katherine Toy
Associate Director, Alumni
Volunteer Engagement
Stanford University*

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Right to the Top

Understanding Where Our Boards Are Now



Staff-Led Efforts Uncover Diversity Baseline for Senior Volunteers



Annual review of Alumni Association Board establishes starting point for diversity and inclusion efforts



Demographic Snapshot

NAME:	Age	Sex	Race	Ethnicity	School
John Doe...					
Jane Doe...					

Board Composition

- Male: 70%
- Female: 30%

Alumni Demographics

- Male: 65%
- Female: 35%

Measuring Diversity

“As each committee is coming together, we use this type of spreadsheet to identify potential shortfalls in any area of diversity that we want to measure.”

Christine Tempesta
Senior Director of Information Systems &
Volunteer Services
Massachusetts Institute of Technology

Provides total alumni demographic composition as benchmark

Creating a Central Repository

Colorado State University's Diversity Inventory Process

1



Signal University Priority

VP desires to create a comprehensive, searchable list of diversity efforts

2



Build Online Portal

Coordinate with central IT services to build central portal to house diversity-focused engagements

3



Conduct Outreach

Encourage campus partners (e.g. faculty) to submit engagements to portal

4



Audit Submissions

Diversity office reviews submissions for accuracy and completeness

5



Continue Data Collection

Student employee tasked with identifying additional opportunities on campus

6



Maintain Site

Diversity office works with central IT services to ensure regular maintenance of online portal

Dynamic Online Portal Encourages Self-Service



Diversity at CSU
Vice President for Diversity

Colorado State University

HOME SEARCH SUBMIT ABOUT US CONTACT US LOGIN ADMIN

Search the Diversity Inventory System

[log in]

Welcome! We hope you will enjoy searching and browsing the many diversity efforts of Colorado State University. You may search by keyword, related tags, date, location, host division or college, type of diversity effort, and audience of interest.

Search effort title/description
Enter Keywords

Date Range ⓘ
Enter Start Date Enter End Date

Select Audience

- CSU general community
- CSU undergraduates
- CSU graduate students
- CSU faculty
- CSU staff
- General/public communities
- Academic/Research Community

Is Student Organization:

Show entries Sort by

GLBT Pride Month Book Display

A book display highlighting the library's LGBTQ material.

Date(s): 5/1/2017 Audience: CSU general Location: Morgan Library

SEARCH BY DIVISION/COLLEGE

- Academic Affairs/Office of the Provost
- Associate Vice President for Finance
- Athletics
- College of Agricultural Sciences
- College of Business
- College of Engineering
- College of Health & Human Sciences
- College of Liberal Arts
- College of Natural Sciences
- College of Veterinary Medicine and Biomedical
- Division of Enrollment and Access
- Division of Student Affairs

SEARCH BY TYPE OF DIVERSITY EFFORT

- Award(s)/Recognition
- Campaign/Awareness

COLORADO STATE UNIVERSITY.

Taking Stock Before Launching New Initiatives

Diversity Inventory Highlights Current Opportunities at CSU



Pride Month Book Display

Libraries

Provide curatorial and related expertise to University libraries LGBT display in celebration of National Pride Month



Leadership Retreat

Division of Student Affairs

Assist with the Somos Rams Leadership Retreat for 25 CSU first-year Hispanic/Latina/o students



Diversity Committee

School of Social Work

Provide leadership and direction to the School of Social Work as they implement initiatives in its Diversity Plan



Archival Project

LGBT Center

Catalog related memorabilia (e.g., newspaper articles) in the newly established LGBT Center archives

83

Diversity-focused engaged opportunities surfaced through the Diversity Inventory at [Colorado State University](https://diversityinventory.colostate.edu/search)



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Connectivity to Students is Key

Advancement-Led Female Mentorship Drives Engagement and Philanthropy



Women's Leadership Council



Program Purpose: To engage high-level female philanthropists with current students to deepen their connectivity to Stony Brook University

Key Elements



Mentor-Student Connection



Executive Coaching Session



Annual Fund Solicitation

Connecting Volunteer Mentors with Students

- Annual fall campus meeting for both mentees and mentors
- Annual spring trips for mentees and mentors (e.g., UN, Google, etc.)
- Individual meetings and calls between mentees and mentors (ongoing)
- Mentors provide connections for high-level summer internships
- Annual spring meeting for mentors only; high-level speaker and business meeting
- Philanthropy underwrites internships, conference travel to eliminate barriers to success

92%

Percent of female mentees who made a gift back

A Triple Win

Mentors' Tie to Diverse Students Critical to Program Success



Advancement Office

- Drive engagement from volunteer mentors
- Increase giving from mentors, students, and alumni
- Enhance culture of philanthropy and strengthen alumni network



Volunteer Mentors

- Provide intergenerational transmission of advantage, creating relationships that impact student experience and trajectory
- Develop and deepen relationships with like-minded women



Student Participants

- Receive career pathing advice from successful women
- Access to internships and other programs
- Part of a close-knit circle of high achieving alumnae

Strengthening Female Engagement with Diverse Students

“These mentors, they are so busy they hardly have time to see their friends. We need to ensure that every moment our mentors spend with us is well used, that they feel valued and that they are having an impact. How do we do that? With our students. Our young women are high achieving strivers, but many are the first in their family to attend college and they need the social and cultural capital their mentors provide to succeed at the highest level. Helping these young women soar is a hugely gratifying experience for our mentors.”

*Deborah Lowen-Klein
Associate Vice President for Charitable Giving
Stony Brook University*



Elevating Inclusion

Building a Diverse Volunteer Community

Advancement Forum