



Elevating Inclusion

Building a Diverse Volunteer Community

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

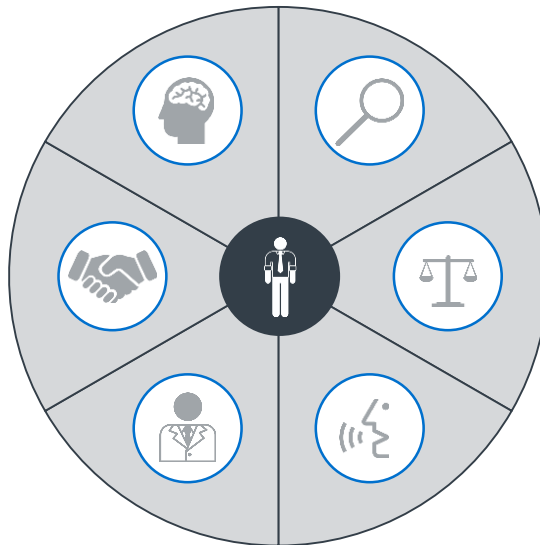
How we relate and rejuvenate

- 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%

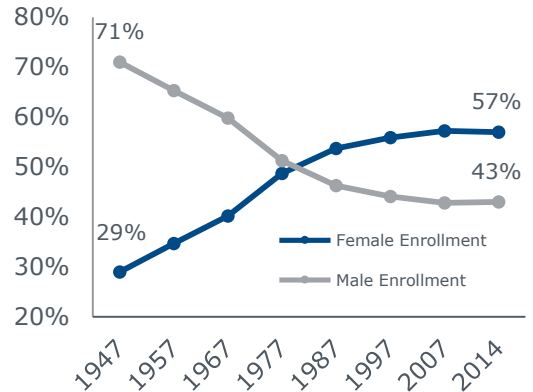
First-time enrollments from Black, Hispanic, and Asian-American students in 1980



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

Our Staff Doesn't Look Like Rising Donors

Significant Progress Elusive in Advancement

Industry Encouragement...

THE CHRONICLE OF
PHILANTHROPY

*Philanthropic Leadership
Shouldn't Still Look Like the
Country-Club Set*

NPO
NONPROFIT QUARTERLY

*Museums So White:
Survey Reveals Deep Lack
of Diversity*



...Has Not Moved the Dial

9%

Percentage of staff who work at educational institutions in advancement who are diverse

21%

Percent of CASE survey respondents who indicated they had no diverse talent working at their institution in advancement

Pale, Stale, and Male

“Our senior level staff and our senior level alumni volunteers have three things in common. They are all pale, stale, and almost always male. We need to do more work to engage the alumni leaders and donors of tomorrow and part of that means looking at our own organizations as well.”

*Vice President for Advancement
Public Research University*

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"

Already Stretched Thin

Diverse Alumni Leaders Face Many Demands on Their Time

Revisiting the Same Diverse Faces

1.55 Average number of boards **African American** board members serve on

1.24 Average number of boards **Hispanic** board members serve on

1.18 Average number of boards **White** board members serve on

“

Searching for Unicorns

“I’m trying to build a pipeline of diverse alumni volunteers at all levels, not only because it is the right thing to do, but because it is the smart thing to do. **But I keep coming up empty or with the same short list of names.**”

*Vice President for Advancement
Public Research University*

”

What Happens If We Do Nothing?

“The cost of doing nothing here is too great. I suspect we will hold the current course and speed for another year or two, but beyond that, we are in trouble.”

*Vice President for Advancement
Public Research University*

A Cascading Set of Problems

Understanding the Cost of Inaction



Today



Next 3-5 Years



Beyond 5 Years


Volunteer Participation

Inability to engage increasingly diverse alumni



Diverse alumni choose to **volunteer with other nonprofits**



No bench of diverse alumni for leadership roles


Annual Giving

Alumni **giving rates** continue to decline



Increased cost to raise a dollar



Alumni **direct annual fund gifts** to other nonprofits


Major Giving

Aging traditional donor demographic



Drying of major gift pipeline



Inability to meet campaign goals due to lack of diverse donor base

Study Roadmap

Outlining Our Time Together

1

**Conduct a Gap
Analysis**



2

**Recalibrate
Outreach Efforts**



3

**Hardwire
Accountability**





Hardwire Institutional Accountability

Making Diversity and Inclusion an Organizational Priority

SECTION

3

Driving Systematic Change

Embedding Diversity and Inclusion Across Our Organization



Staff and Volunteers

Prospective Employees

Volunteer Leadership

Profiled Practices



Diversity and
Inclusion
Training



Language
Audit



Target Metric
50/50



Online
Volunteer
Training Portal



Diversity
Interview
Questions

No Longer A “Nice to Have”

Diversity and Inclusion Training Becomes a Business Imperative

What Employees Really Want...

Source: *Harvard Business Review*

1. Trust
2. Enrichment
3. Responsibility
4. Community
5. Contribution



...Complicated by Diversity Lens

THE CHRONICLE OF
PHILANTHROPY

*It's Time to Either Put Up Or
Shut Up About Diversity*

NPO
NONPROFIT QUARTERLY

*Philanthropy Must Save Itself
from Whiteness*

Demand For Training Persists

70%

Of employees who think their employer does not do enough around diversity

57%

Of companies think their employees should have stronger cultural competencies

Source: Thompson A, "The Intangible Things Employees Want from Employers," *Harvard Business Review*, Dec 3, 2015; Thurman R, "Nonprofits Don't Really Care About Diversity," *Stanford Social Innovation Review*, May 18, 2011; Glassdoor Team, "What Job Seekers Really Think of Your Diversity Stats," Nov 17, 2014, <https://www.glassdoor.com/employers/blog/diversity/>; Smith C and Turner S, *The Radical Transformation of Diversity and Inclusion: The Millennial Influence*, Deloitte University, 2015, <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/about-deloitte/us-inclus-millennial-influence-120215.pdf>; Advancement Forum interviews and analysis.

Building Current Staff Competencies

Implicit Bias Training for University of Washington Advancement Staff



Supplementing Annual Implicit Bias Training For All Advancement Staff:



Year One

Implicit bias training for all advancement staff and **cultural competence** training offered by consultant



Year Two

Implicit bias training for all advancement staff and **micro aggressions** trainings



Year Three

Implicit bias training for all advancement staff and **dismantling institutional racism** training



Number of times each one hour in-person is offered annually



Percent of advancement staff who have voluntarily participated in training



"The session was mind-blowing. I am so glad we are doing this as a department."

"Sometimes I was uncomfortable, yes, but we need to lean into that discomfort and learn to grow together."

Forthcoming Training

The University of Washington is planning a **pronoun workshop** for advancement staff offered by the LGBT resource center

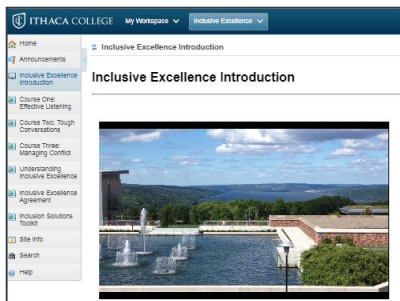


The New Frontier In Volunteer Training




Ithaca College's Online Volunteer Education Portal

Inclusive Excellence Goals

- 1 Develop educational programming for volunteers
- 2 Highlight strategies for creating diverse volunteer leadership
- 3 Communicate volunteer expectations related to diversity and inclusion
- 4 Establish online web portal with modules:
 1. Effective Listening
 2. Tough Conversations
 3. Managing Conflict



Pilot User Groups

-  Board of Trustees
-  Alumni Association Board
-  Alumni Association Committee on Diversity

Inclusive Excellence On-Demand Training Webconferences

Making the Ithaca College Community a More Inclusive Space

60-Minute Sessions

- Introduction
- Pre-session quiz
- Research
- Related articles
- Related podcasts

Scaling Our Reach

Ithaca's Dynamic Portal Supports Volunteer Training

Inclusive Excellence Agreement

As stakeholders in Ithaca College, we ask that you agree to support the college's priorities around inclusive excellence. Please read the following statement and click below to indicate your support. Once you have indicated your support, please email the form to alumni@ithaca.edu.

Agreement

1. College Commitment
2. Diversity and Respect

I personally believe in and am committed to living these daily through my role with and in Ithaca College's Division of Institutional Advancement & Strategic Marketing and Communications and our affiliated volunteer organizations and committees.



By checking this box, I agree to support the college's commitment to diversity and respect

52

Number of alumni volunteers who have signed the Inclusive Excellence Agreement



Volunteer Education Is Key

“Sure our staff have a role to play in this conversation, absolutely—but so do our alumni. The Ithaca College community is far-reaching and this is a way in which we can scale this education to reach more people.”

*Carrie Brown
Executive Director of Alumni Relations
Ithaca College*

Additional Portal Resources



Diversity TED Talks



Active listening worksheets



Supplemental reading lists



Podcast links

Searching for the “Perfect” Candidate

How Not to Find Your Next Hire

Yesterday’s Job Description



Limited candidate pool

Unclear financial compensation

Challenging responsibilities and goals

Uncompelling organizational profile

| | | | |
|-----------|--|------------|--|
| #1 | Attracting and hiring diverse talent was the number one priority for nonprofit HR managers in 2016 | 67% | Of jobseekers said a diverse workforce was important when considering job offers |
|-----------|--|------------|--|

Source: Glassdoor Team, "What Job Seekers Really Think of Your Diversity Stats," Nov 17, 2014, <https://www.glassdoor.com/employers/blog/diversity/>; "Nonprofit Talent management Priorities," NonprofitHR.com, <https://www.nonprofithr.com/wp-content/uploads/2017/02/priorities-infographic-3.pdf>; Advancement Forum interviews and analysis.

Beyond Static EEO Statements

Two Strategies for Combating Perceived Bias in Hiring Language



Examining Word Choice

Linguistic expert-led software analysis of recruitment ads to combat gender biases



- “Typically male” adjectives: ‘leader’, ‘assertive’, and ‘competitive’
- “Typically female” adjectives: ‘co-operative’, and ‘compassionate’

12% More diverse candidates in applicant pool after using Textio platform



Suppressing Loaded Language

Advancement Job Description Addendum

“We welcome applicants who bring varied experience, thought, and practice to the department’s mission to maintain and enhance an engaged community of alumni and friends worldwide and to lead the University’s fundraising efforts. **Harvard experience preferred.**”

1) EEO represents the term Equal Employment Opportunity, often referred to as non-discrimination hiring statements.

Source: Mohr T, “Why Women Don’t Apply for Jobs Unless They’re 100% Qualified,” *Harvard Business Review*, Aug 25, 2014; Wild J, “Wanted—A Way with Words in Recruitment Ads,” *Financial Times*, Mar 7, 2017; Advancement Forum interviews and analysis.

Updated Language for a Changing World

Job Description Audit and Posting Checklist at Hazel University¹

1 Broaden Job Descriptions and Competencies to Cast a Wider Net

Previous Description: Desired experienced frontline fundraiser with a history of working in higher educational institutions



Updated Description: Desired adaptable professional with demonstrated related experience sourcing significant philanthropic or financial commitments

2 Develop Nontraditional Posting Checklist *Strengthen Posting Reach*

- Diverse Issues in Higher Education
- Insight into Diversity
- AADO (African American Development Officers Association)
- LGBT in Higher Ed
- LGBT Career Link
- Latino Perspectives in Higher Education

Ensuring We Capture the Best, Most Diverse Talent

“We have to ensure that we are constantly updating our job descriptions and job postings to attract the widest possible related skill set to the profession, but that is not enough in and of itself. We need to constantly reevaluate where we are posting our jobs, too. **The “tried and true” job boards we have used in the past are simply not enough to source diverse candidates.**”

Human Resources Manager, Hazel University

1) Pseudonym for a public research university.

Signaling Our Investment to Candidates

University of Washington Embeds D&I Across Recruiting Process



Online Application



Phone Screen



In Person Interview

UW Advancement works with a diverse community, both externally (donors and friends) and internally (faculty, staff, students):

○ Tell us how you were able to work successfully in a diverse environment in your work or personal experience.

○ What contributions have you made to promote a diverse, multicultural and inclusive environment?

○ Why is diversity important to you?

Sending A Clear Message

“These questions won’t source more diverse candidates overnight, but they will help us signal to our applicant pool that diversity is important here. If the question is uncomfortable to the candidate, then maybe the University of Washington is not the right place for them.”

*Christina Chang
Assistant Vice President of Finance & Administration, University of Washington*

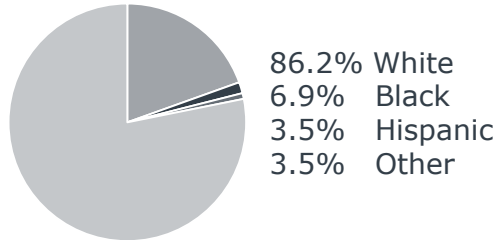


Long Term Challenges Ahead

Board-Level Positions Remain Homogeneous

Board of Trustee Demographics

At Private Colleges and Universities, 2012

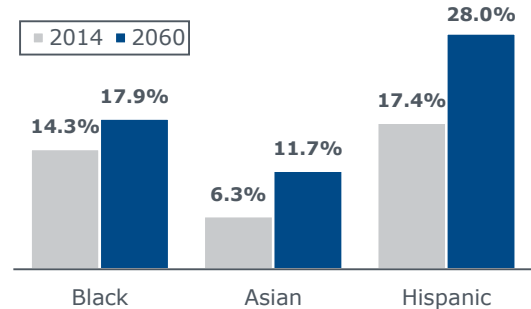


“We have had a hard time getting diverse members on our volunteer boards and councils. Nobody wants to be the token member, but we need somebody to step up and become the first.”

*Vice President for Advancement
Public Master's University*

The Future Looks Different

Projections of US Population Demographics



57%

First-time student enrollments who were female in 2015

39%

First-time enrollments who were from historically underrepresented students in 2015

Right to the Top

Demographic Self-Audit Hardwires Volunteer Reflection and Accountability



WILLIAM & MARY

CHARTERED 1693



Each of the affiliated boards of the colleges conducts an annual gender, race, and ethnicity self-audit



Each board reports audit results to the office of the Vice President of Advancement



50%

At least a baseline of 50 percent female representation by 2020 across all affiliated boards

“

All of us—students, faculty, staff and alumni—have a role in shaping what William & Mary becomes... It's vital that we continue to take steps crucial to the health and success of our community.

*Taylor Reveley
President, William & Mary*

”

Profiled Practices and Institutions



Quick Wins

- Diversity and Inclusion Training
- Language Audit
- Diversity Interview Questions



Longer-Term Investments

- Online Volunteer Portal
- Board Diversity Metrics



Profiled Institutions

- University of Washington
- Ithaca College
- The College of William and Mary



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Building a Diverse Volunteer Community

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