RACE TO LEAD REVISITED

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RACE TO LEAD

An initiative of
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.

@BuildingMovementProject
#RacetoLead
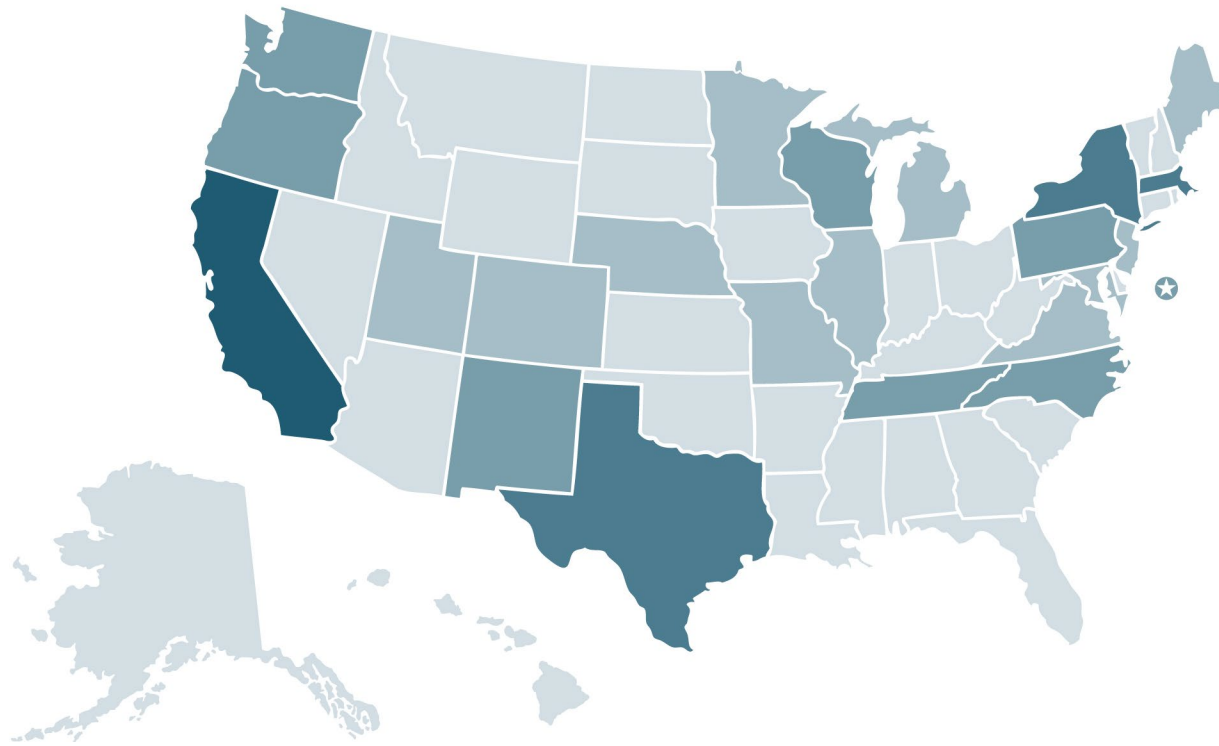
@BldingMovement
#RacetoLead

@buildingmovementproject
#RacetoLead

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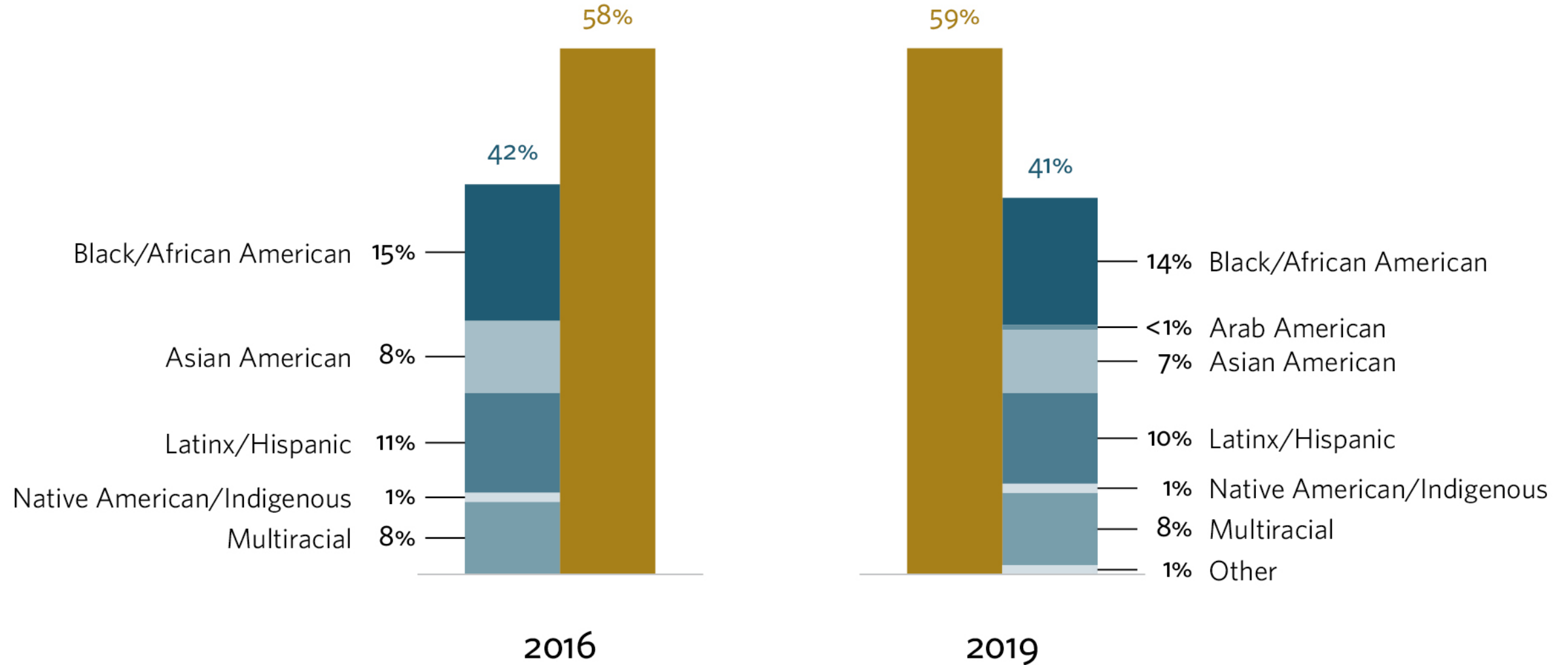# Demographics of the Race to Lead Sample

The composition of the 5,261 survey respondents was remarkably similar to the more than 4,000 participants in the original survey from 2016.

Race and Ethnicity of Respondents

Gender and Sexuality
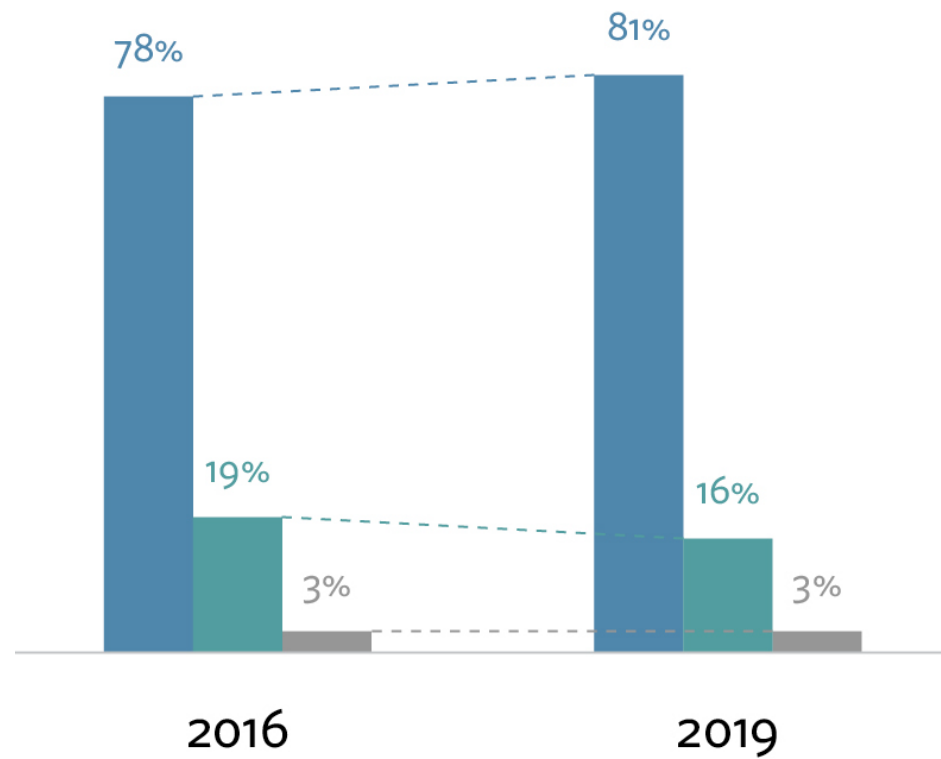
GENDER IDENTITY

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

78%   81%
19%   16%
3%   3%

2016   2019

SEXUAL ORIENTATION

- ● LGBTQ+
- ● STRAIGHT

79%   79%
21%   21%

2016   2019
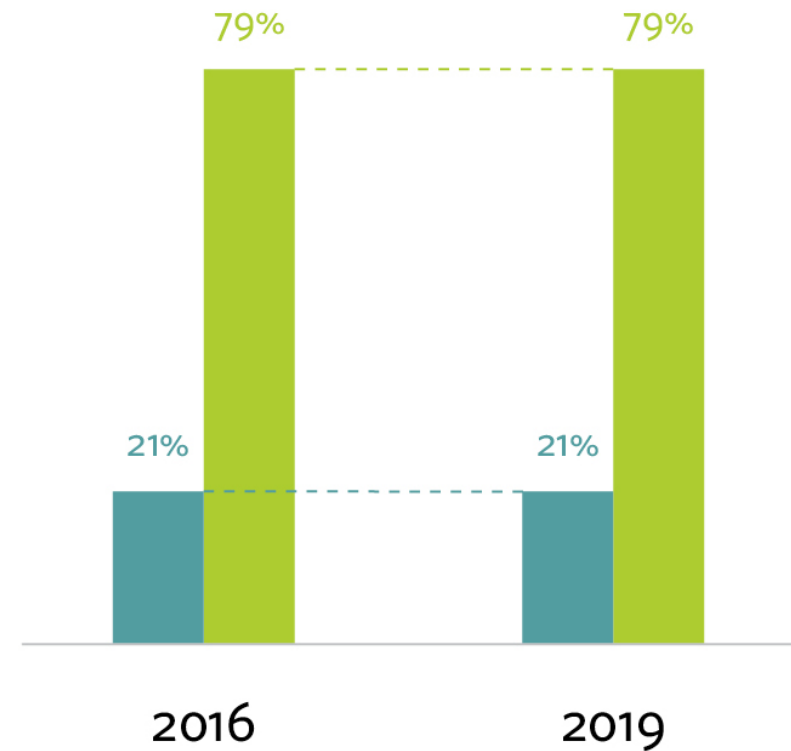
The Biggest Change was by Generation

AGE/GENERATION

- ● MILLENNIALS/GENERATION Z (18-37)
- ● GENERATION X (38-53)
- ● BABY BOOMERS/OLDER LEADERS (54-72+)
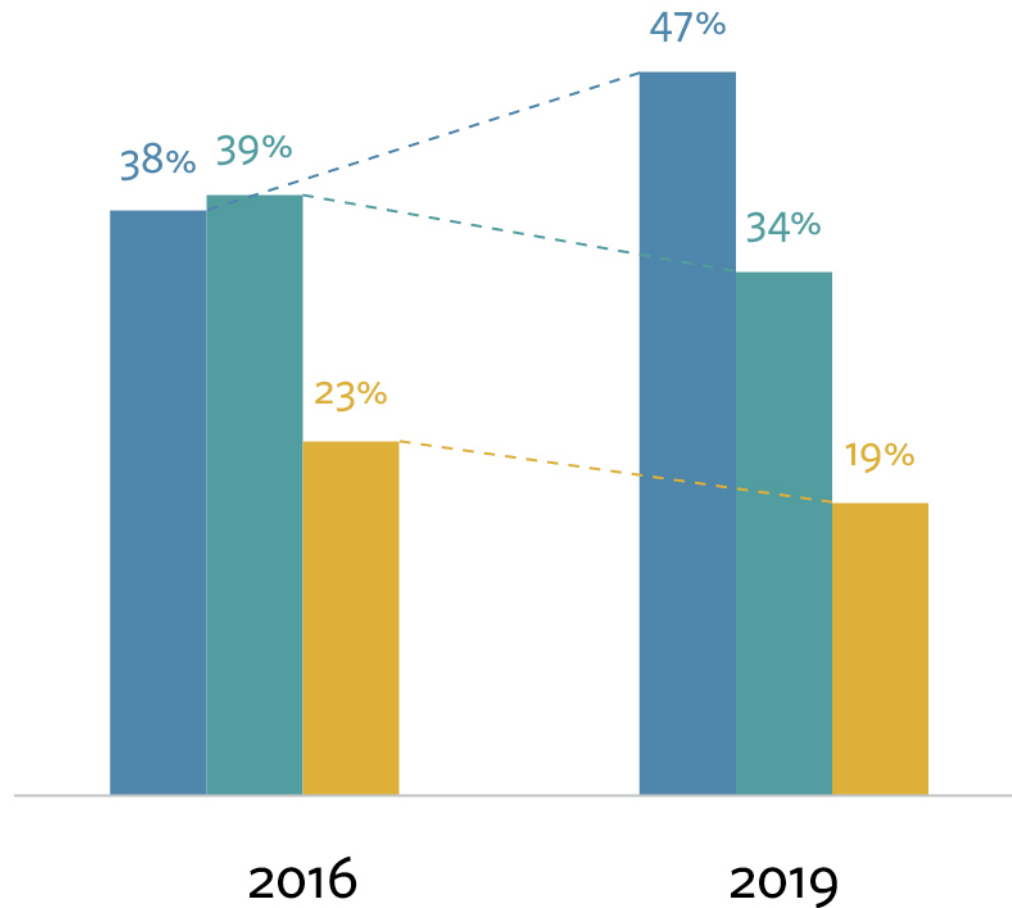
A 2018 analysis from the Pew Research Center notes that Millennials have become the largest share of the U.S. workforce.

2016: 38%, 39%, 23%

2019: 47%, 34%, 19%

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, we found that 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.
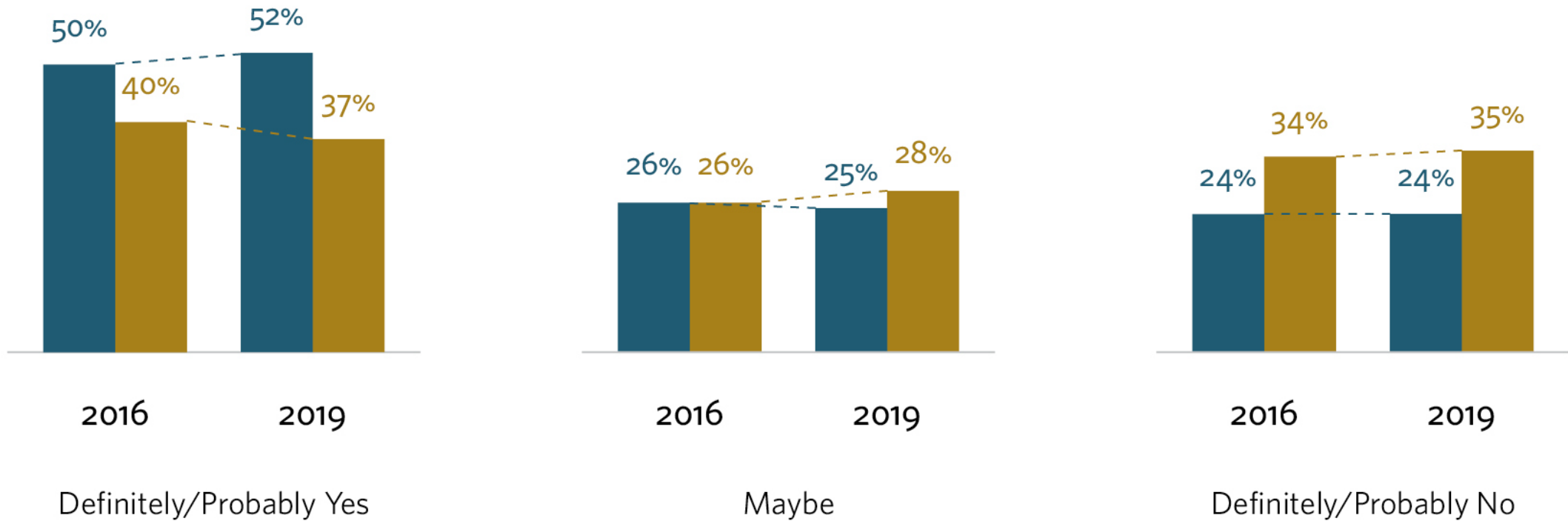
Impact of Race on Career Advancement

● PEOPLE OF COLOR   ● WHITE

2016

People of Color: 7% | 28% | 28% | 27% | 10%

White: 1% | 6% | 43% | 33% | 17%

Combined Very/Slightly Negative for POC: 35% in 2016 and 49% in 2019

2019

People of Color: 10% | 39% | 19% | 26% | 6%

White: 0% | 4% | 29% | 38% | 29%

Combined Very/Slightly Positive for White: 50% in 2016 and 67% in 2019

0%   25%   50%   75%   100%
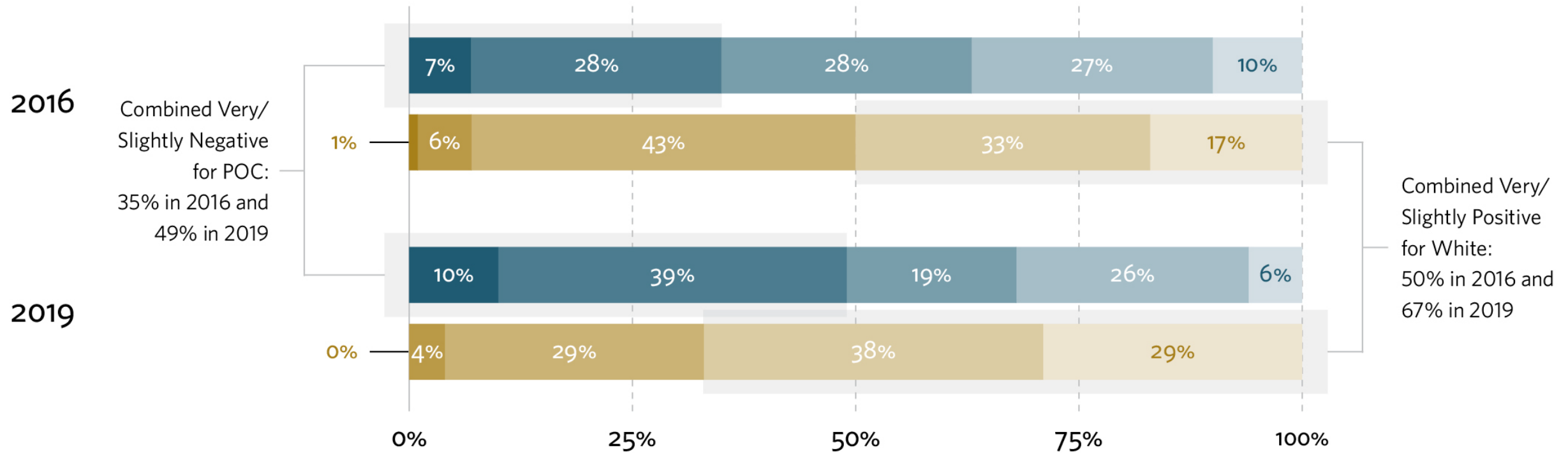
Person of Color: ● Very Negative   ● Slightly Negative   ● No Impact   ● Slightly Positive   ● Very Positive

White: ●   ●   ●   ●   ●

Impact of Race on Career Advancement

PEOPLE OF COLOR **WHITE**

2016

7%	28%	28%	27%	10%

1% 6%	43%	33%	17%	
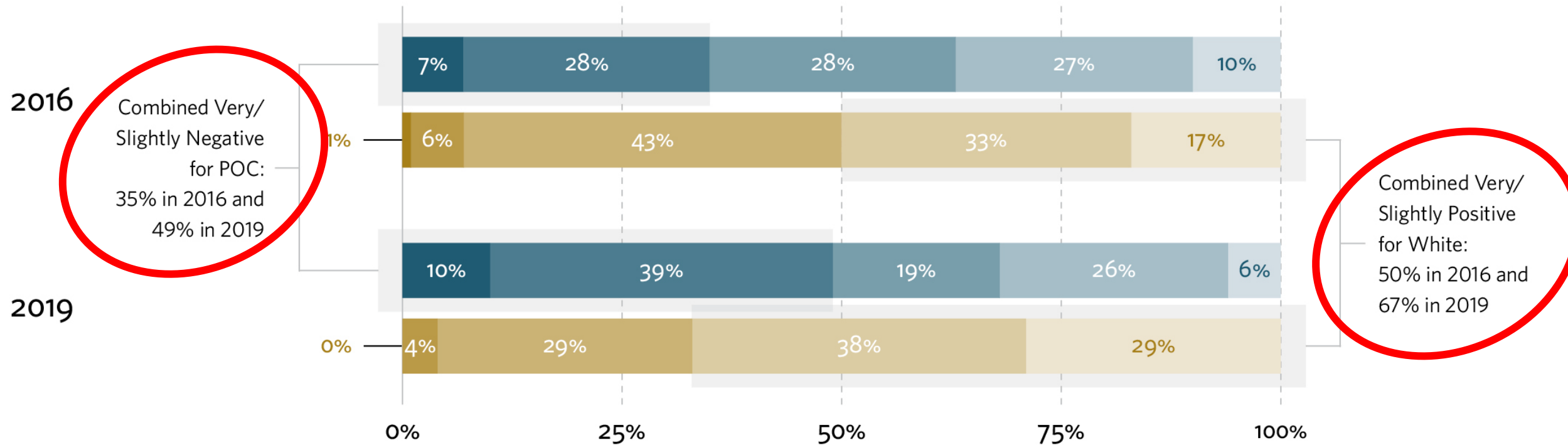
Combined Very/ Slightly Negative for POC: 35% in 2016 and 49% in 2019

Combined Very/ Slightly Positive for White: 50% in 2016 and 67% in 2019

2019

10%	39%	19%	26%	6%

0% 4%	29%	38%	29%	

0%   25%   50%   75%   100%

Person of Color: Very Negative   Slightly Negative   No Impact   Slightly Positive   Very Positive

White:

In Respondent's Own Words

"It is challenging constantly being the only Latina in all-white and mostly male circles. It is a constant challenge of knowing when to be strategic to stand up for my community and when I need to hold back or else be left out of decision-making circles and labeled as the 'angry Latina.'"

- Latina Survey Respondent

Challenges and Frustrations

● PEOPLE OF COLOR   ● WHITE

RESPONSES: OFTEN OR ALWAYS

Demanding workload
- 2016: People of color 70%, White 71%
- 2019: People of color 67%, White 67%

Inadequate salaries
- 2016: People of color 51%, White 46%
- 2019: People of color 47%, White 38%

Few opportunities for advancement
- 2016: People of color 45%, White 41%
- 2019: People of color 42%, White 31%

Lack of role models
- 2016: People of color 39%, White 27%
- 2019: People of color 42%, White 23%

2016 axis: 100% — 50% — 0%
2019 axis: 0% — 50% — 100%

2016   2019

In Respondent's Own Words

"I've had phenomenal support, mentorship and sponsorship by women of color, mostly Black women like myself, who have provided the emotional support critical to enduring and persisting through microaggressions. I would not have been able to persist [in the nonprofit sector] without them."

- Black Woman Survey Respondent

Perceptions of the Racial Leadership Gap

RESPONSES: SOMEWHAT AGREE OR STRONGLY AGREE

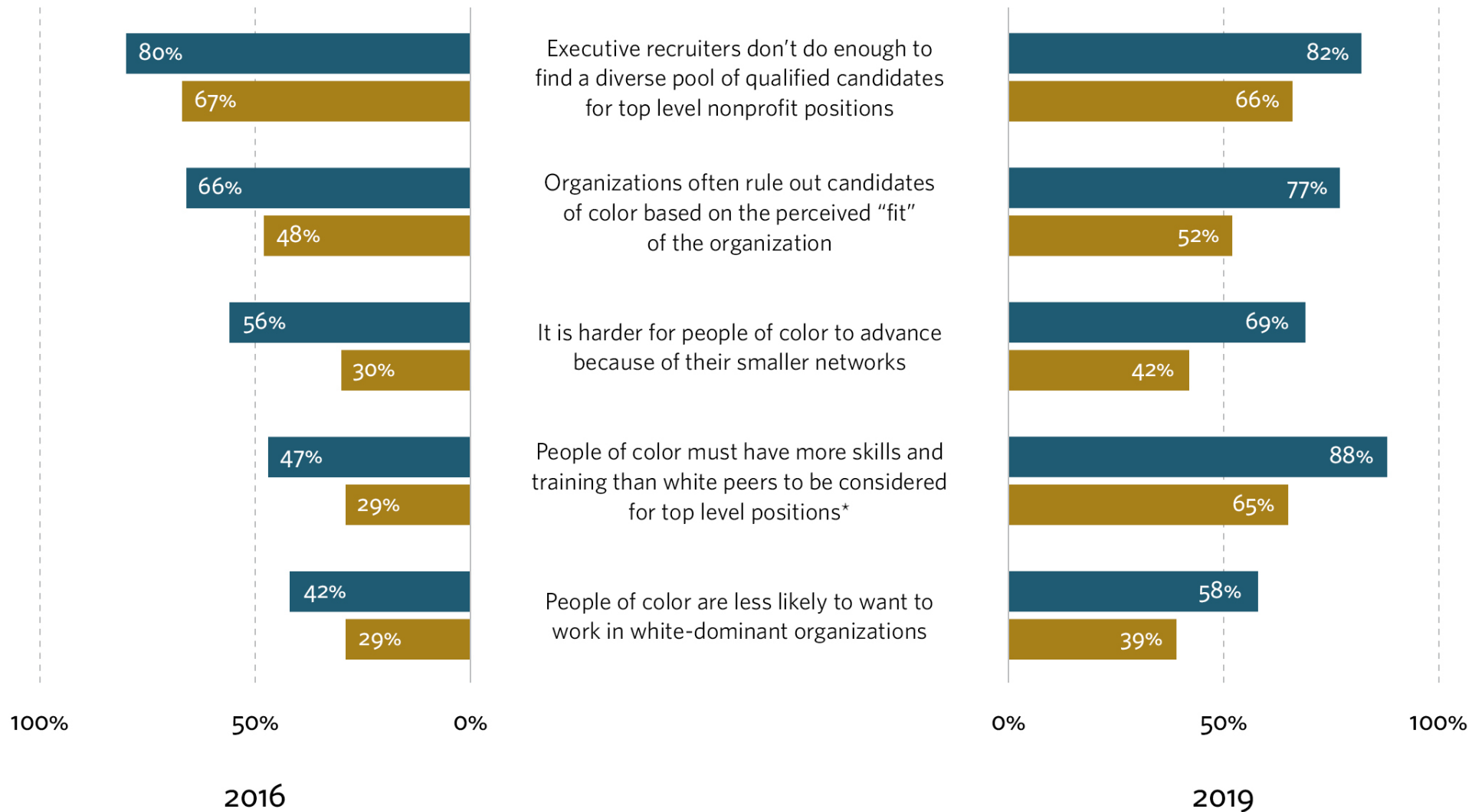|	2016	2019
Executive recruiters don't do enough to find a diverse pool of qualified candidates for top level nonprofit positions	POC 80% / White 67%	POC 82% / White 66%
Organizations often rule out candidates of color based on the perceived "fit" of the organization	POC 66% / White 48%	POC 77% / White 52%
It is harder for people of color to advance because of their smaller networks	POC 56% / White 30%	POC 69% / White 42%
People of color must have more skills and training than white peers to be considered for top level positions*	POC 47% / White 29%	POC 88% / White 65%
People of color are less likely to want to work in white-dominant organizations	POC 42% / White 29%	POC 58% / White 39%

2016 axis: 100% 50% 0%

2019 axis: 0% 50% 100%

2016

2019

2. The White Advantage

The data shows that there is a white advantage in the nonprofit sector. The white advantage is evident in the racial makeup of who holds positions of power in nonprofit organizations. The racial demographics of organizational leadership also related to contrasting experiences between nonprofit employees, based on race.

In Respondent's Own Words

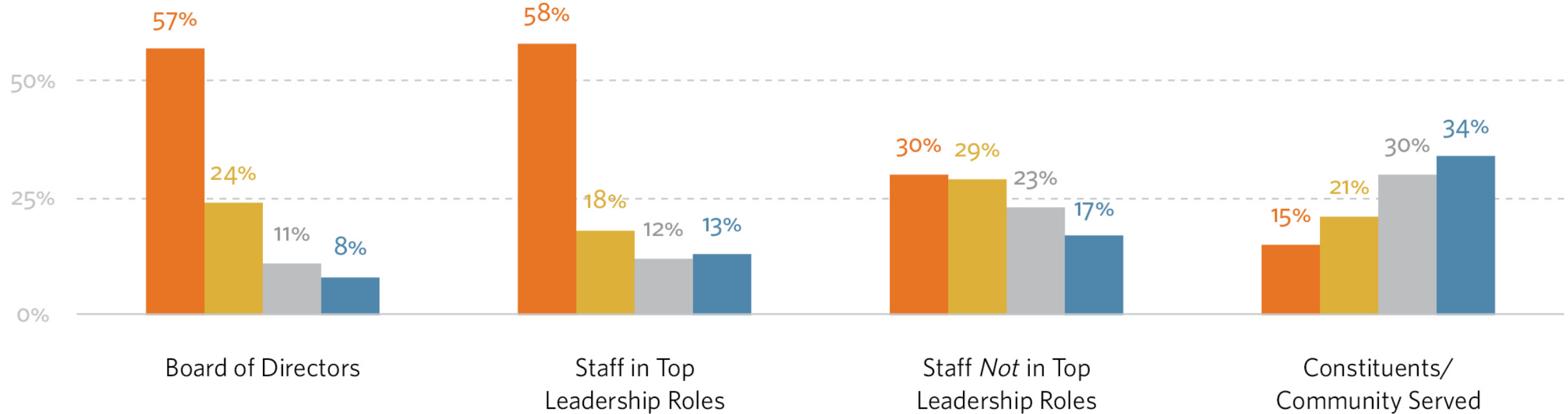"I am usually the only or one of a handful of BIPOCs [Black, indigenous, and people of color] in the room. It's such an isolating, frustrating, and infuriating dynamic … The lack of leadership of color at every organization I've worked at has impacted not only the running of the organization, but my own professional and even personal development."

- Black Woman Survey Respondent

The Whiteness of Organizations

RACIAL COMPOSITION OF ORGANIZATIONS BY ROLE (2019)

● LESS THAN **25%** POC   ● **25%-49%** POC   ● **50%-74%** POC   ● **75%-100%** POC

|	Board of Directors	Staff in Top Leadership Roles	Staff *Not* in Top Leadership Roles	Constituents/Community Served
Less than 25% POC	57%	58%	30%	15%
25%-49% POC	24%	18%	29%	21%
50%-74% POC	11%	12%	23%	30%
75%-100% POC	8%	13%	17%	34%

Categorizing Organizations

BOARD OF DIRECTORS AND STAFF LEADERSHIP RACIAL COMPOSITION

- 🟧 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

Racial Composition of Board of Directors	LESS THAN 25% POC	25-49% POC	50-74% POC	75-100% POC
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%

Overall Racial Composition by Organization Type
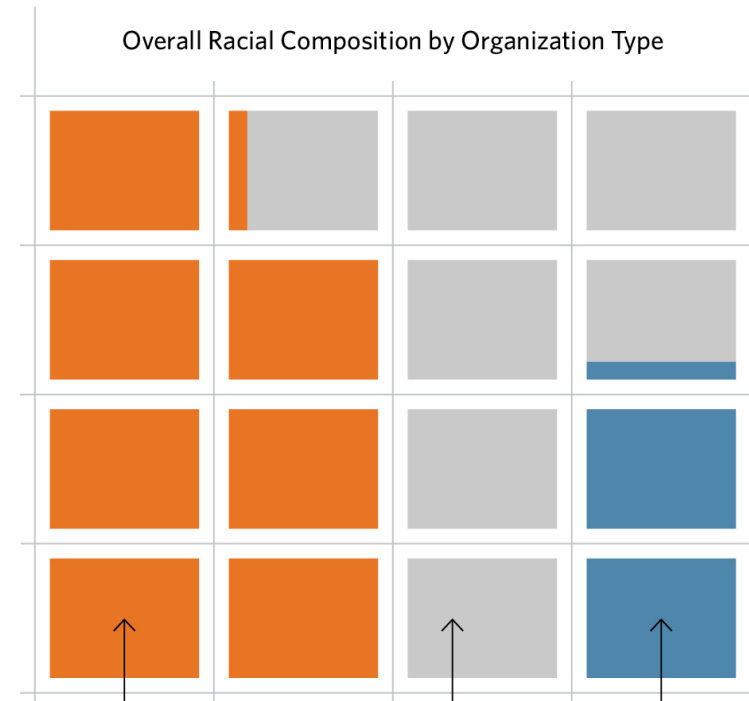
45% — White-Run: Board/Leaders > 75% White

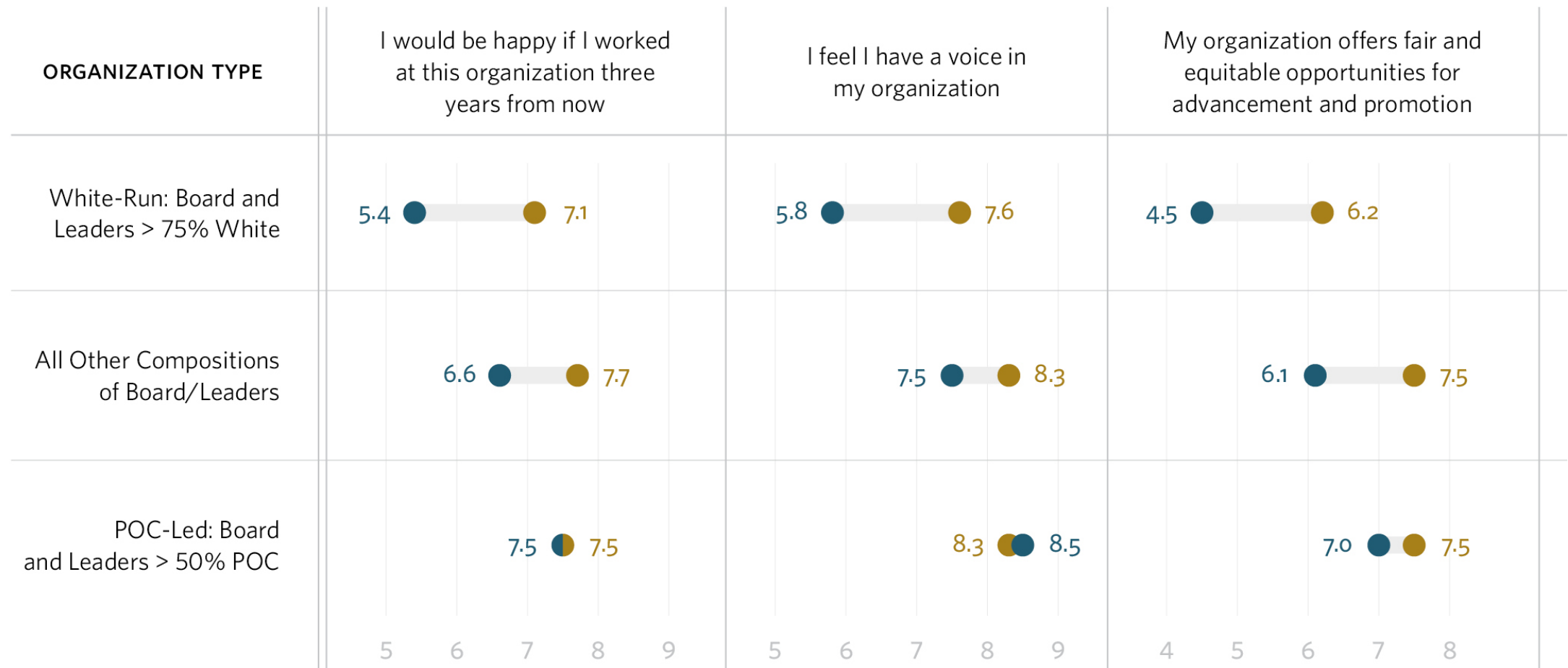**41%** — All Other Compositions of Board/Leaders

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

Smaller Gaps in Workplace Experience in POC-Led Orgs

WORKPLACE EXPERIENCES BY RACIAL COMPOSITION OF ORGANIZATIONAL LEADERSHIP

● PEOPLE OF COLOR   ● WHITE

MEAN RESPONSES ON A SCALE OF **1–10**

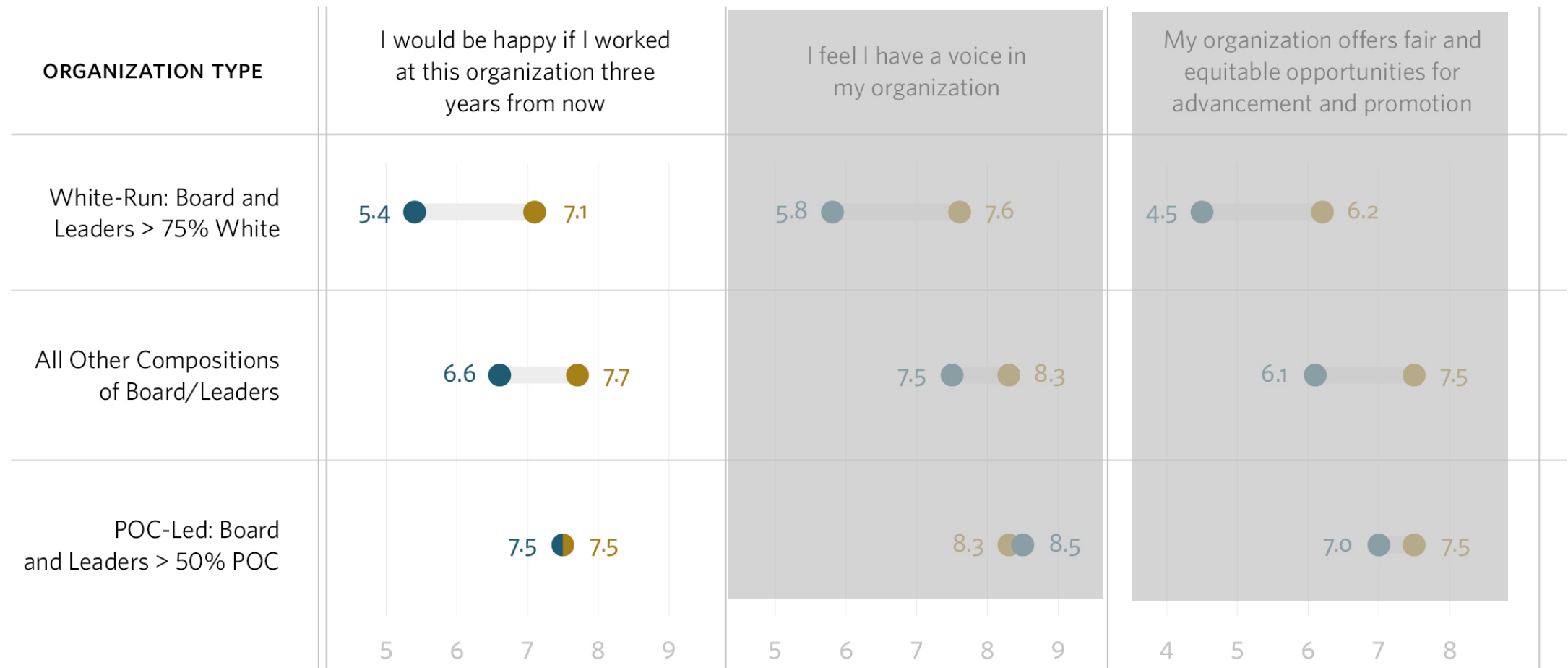| ORGANIZATION TYPE	I would be happy if I worked at this organization three years from now	I feel I have a voice in my organization	My organization offers fair and equitable opportunities for advancement and promotion
White-Run: Board and Leaders > 75% White	5.4 — 7.1	5.8 — 7.6	4.5 — 6.2
All Other Compositions of Board/Leaders	6.6 — 7.7	7.5 — 8.3	6.1 — 7.5
POC-Led: Board and Leaders > 50% POC	7.5 — 7.5	8.3 — 8.5	7.0 — 7.5

… happy if I worked at this org. three years from now

WORKPLACE EXPERIENCES BY RACIAL COMPOSITION OF ORGANIZATIONAL LEADERSHIP

● PEOPLE OF COLOR   ● WHITE   MEAN RESPONSES ON A SCALE OF **1–10**

ORGANIZATION TYPE	I would be happy if I worked at this organization three years from now	I feel I have a voice in my organization	My organization offers fair and equitable opportunities for advancement and promotion
White-Run: Board and Leaders > 75% White	5.4 ● ─── ● 7.1	5.8 ● ─── ● 7.6	4.5 ● ─── ● 6.2
All Other Compositions of Board/Leaders	6.6 ● ─── ● 7.7	7.5 ● ─── ● 8.3	6.1 ● ─── ● 7.5
POC-Led: Board and Leaders > 50% POC	7.5 ● 7.5	8.3 ●● 8.5	7.0 ●● 7.5

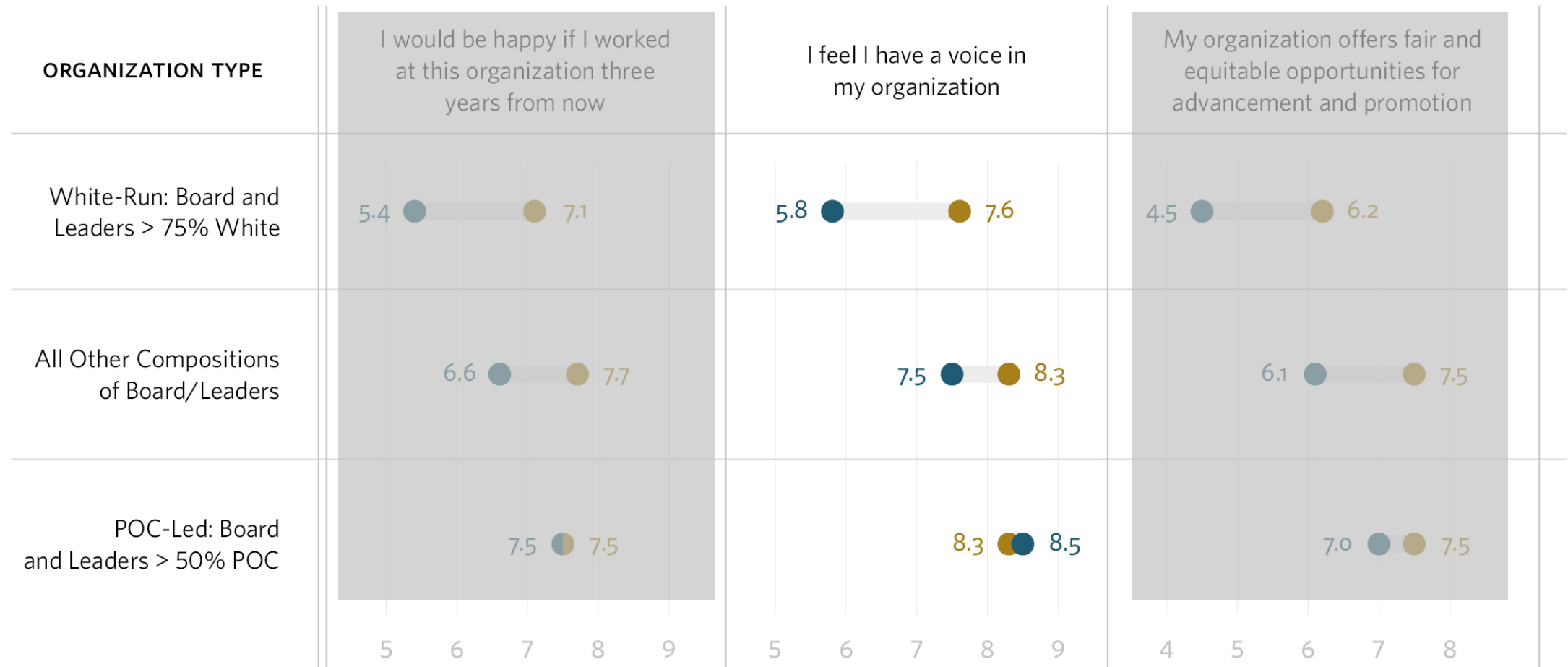| 5 | 6 | 7 | 8 | 9 | 5 | 6 | 7 | 8 | 9 | 4 | 5 | 6 | 7 | 8 |

I feel I have a voice in my org...

WORKPLACE EXPERIENCES BY RACIAL COMPOSITION OF ORGANIZATIONAL LEADERSHIP

● PEOPLE OF COLOR   ● WHITE

MEAN RESPONSES ON A SCALE OF **1–10**

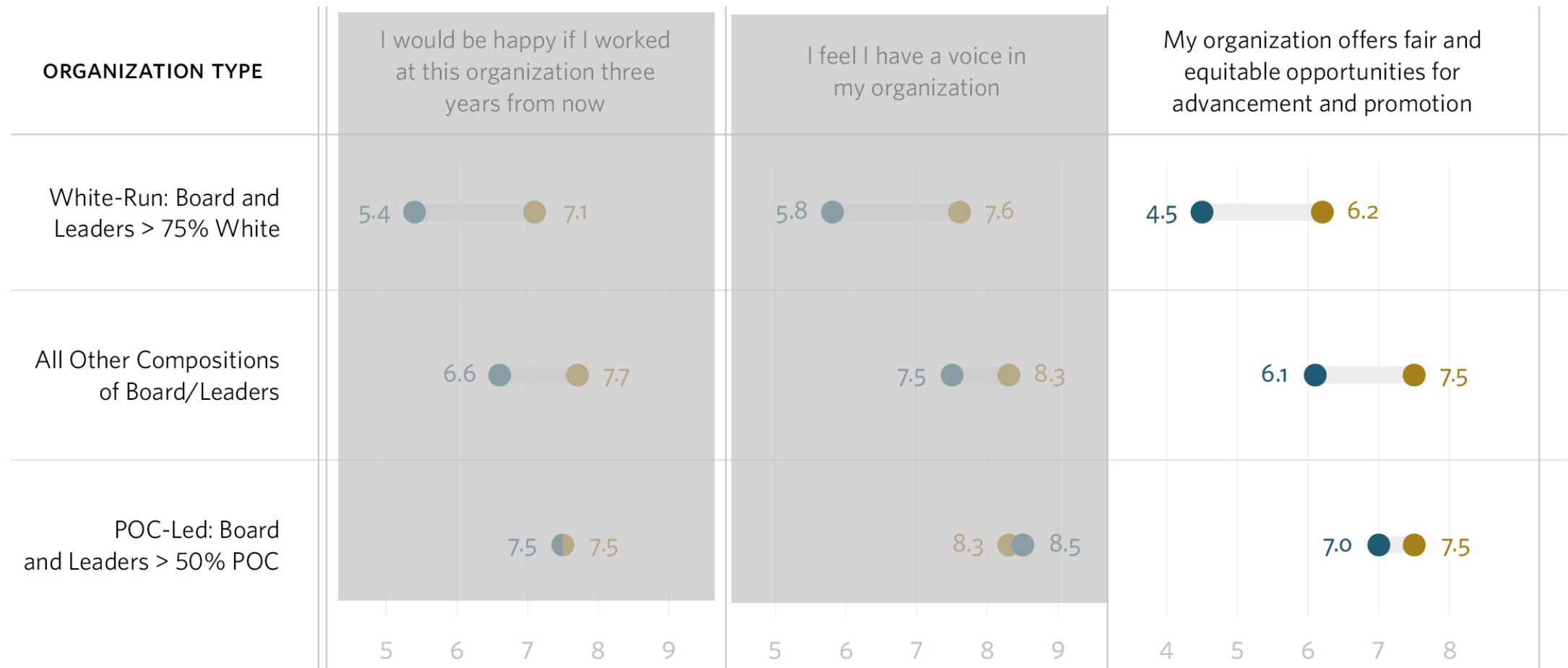| ORGANIZATION TYPE	I would be happy if I worked at this organization three years from now	I feel I have a voice in my organization	My organization offers fair and equitable opportunities for advancement and promotion
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My org. offers fair and equitable opportunities …

WORKPLACE EXPERIENCES BY RACIAL COMPOSITION OF ORGANIZATIONAL LEADERSHIP

● PEOPLE OF COLOR   ● WHITE   MEAN RESPONSES ON A SCALE OF **1–10**

ORGANIZATION TYPE	I would be happy if I worked at this organization three years from now	I feel I have a voice in my organization	My organization offers fair and equitable opportunities for advancement and promotion
White-Run: Board and Leaders > 75% White	5.4 ● ● 7.1	5.8 ● ● 7.6	4.5 ● ● 6.2
All Other Compositions of Board/Leaders	6.6 ● ● 7.7	7.5 ● ● 8.3	6.1 ● ● 7.5
POC-Led: Board and Leaders > 50% POC	7.5 ● ● 7.5	8.3 ● ● 8.5	7.0 ● ● 7.5

| 5   6   7   8   9 | 5   6   7   8   9 | 4   5   6   7   8 |

In Respondent's Own Words

"I don't believe I'm taken as seriously in the workplace because I am a young woman of color. I often question things, which doesn't always go over well in majority-white organizations. I've been used as a 'token' brown person."

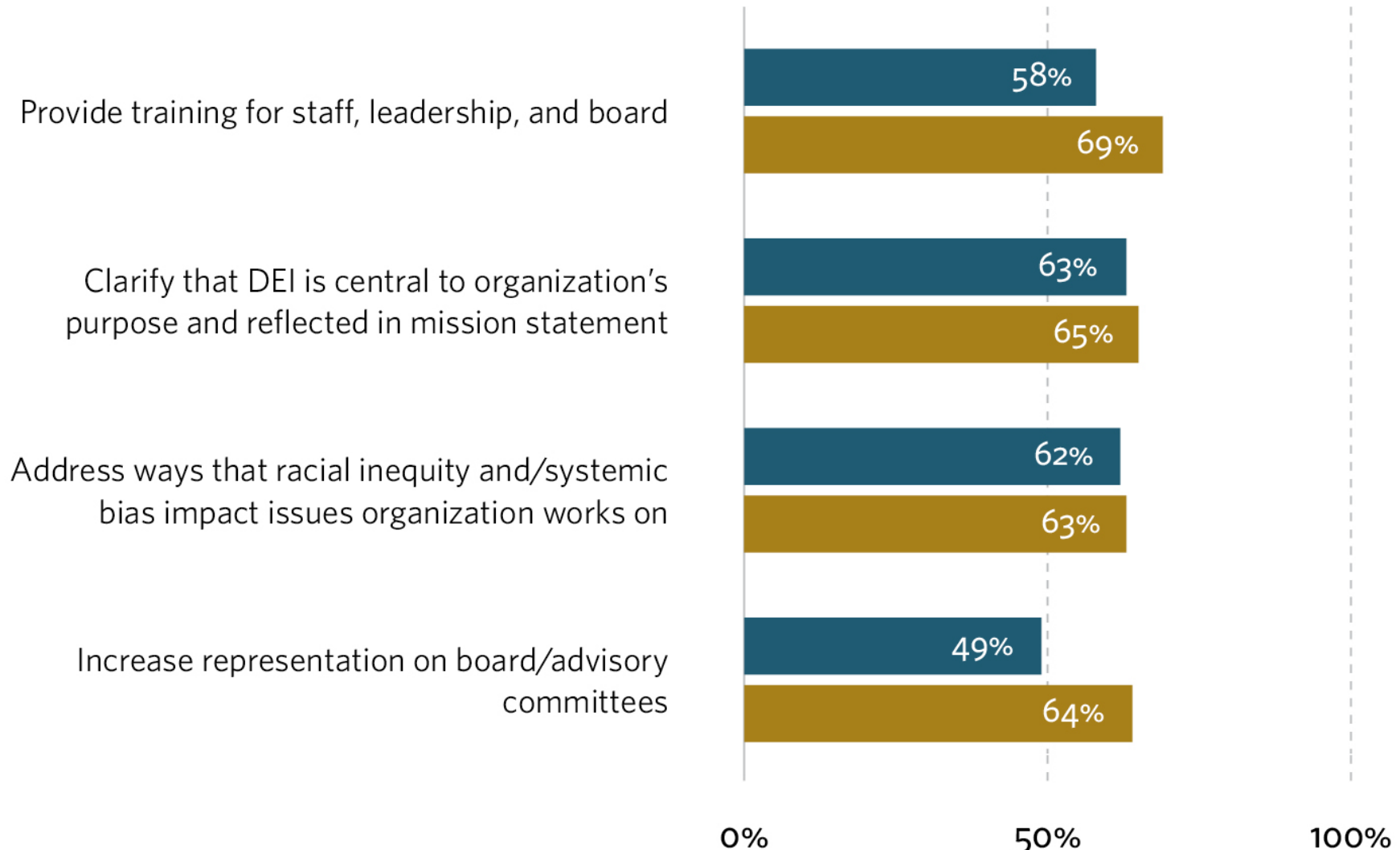- Pakistani Woman Survey Respondent

3. DEI Initiatives and Obstacles

The 2019 survey included a range of new questions about DEI initiatives in nonprofit organizations.

Overall, the data shows that even though **three-quarters of respondents work for organizations with DEI initiatives, the impacts are mixed**.

Organization's Current DEI Strategies

● PEOPLE OF COLOR   ● WHITE

Provide training for staff, leadership, and board
- People of Color: 58%
- White: 69%

Clarify that DEI is central to organization's purpose and reflected in mission statement
- People of Color: 63%
- White: 65%

Address ways that racial inequity and/systemic bias impact issues organization works on
- People of Color: 62%
- White: 63%

Increase representation on board/advisory committees
- People of Color: 49%
- White: 64%

0%   50%   100%

Impact of Race Equity Trainings

POSITIVE IMPACT OF TRAININGS

⬤ TOTAL POSITIVE IMPACT*   ⬤ VERY POSITIVE IMPACT

80%

19%
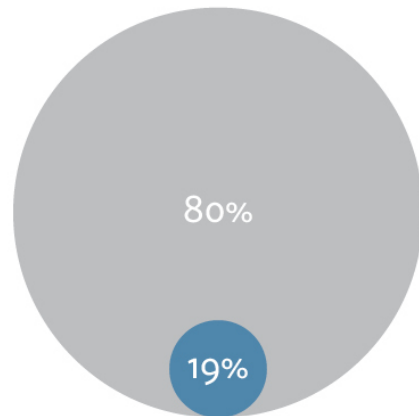
THREE OR FEWER TRAINING TOPICS

93%

43%
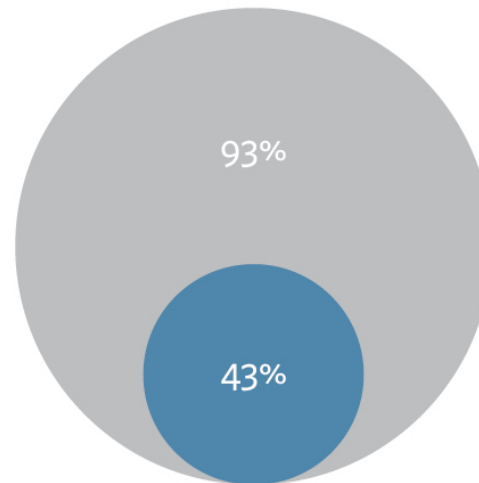
FOUR OR MORE TRAINING TOPICS

Training Topics:
- 68% Understanding terms
- 63% Implicit bias
- 58% Understanding Structural Racism
- 52% White privilege
- 31% Recruiting a diverse staff
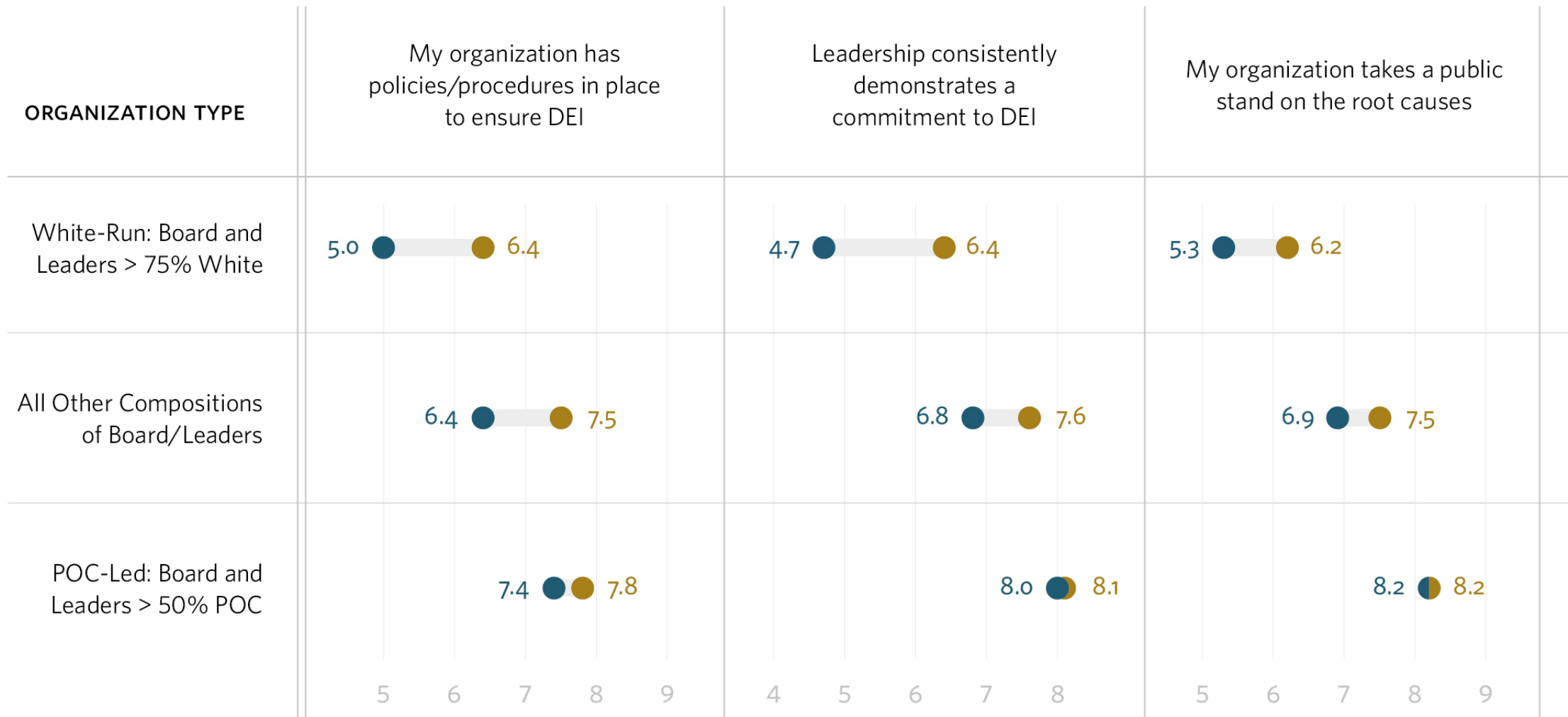- 18% Racial trauma healing

In Respondent's Own Words

"I have been fortunate that my organization was provided funding for equity training. The trainers helped the group identify … many of the structural and systemic inequities in our organization's structure and culture. To have been part of this transformation, it takes love, patience, diplomacy, anger and dogged persistence."

- Asian Woman Survey Respondent

DEI Policies and Commitment

● PEOPLE OF COLOR   ● WHITE

MEAN RESPONSES ON A SCALE OF **1–10**

ORGANIZATION TYPE	My organization has policies/procedures in place to ensure DEI	Leadership consistently demonstrates a commitment to DEI	My organization takes a public stand on the root causes
White-Run: Board and Leaders > 75% White	5.0 ● ● 6.4	4.7 ● ● 6.4	5.3 ● ● 6.2
All Other Compositions of Board/Leaders	6.4 ● ● 7.5	6.8 ● ● 7.6	6.9 ● ● 7.5
POC-Led: Board and Leaders > 50% POC	7.4 ●● 7.8	8.0 ● 8.1	8.2 ● 8.2

5 6 7 8 9   4 5 6 7 8   5 6 7 8 9

Recommendations from *Race to Lead Revisited*

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.

Making 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.

# Perceptions on Race in the Nonprofit Sector

● PEOPLE OF COLOR   ● WHITE

RESPONSES: SOMEWHAT AGREE OR STRONGLY AGREE

We know how to improve diversity, equity, and inclusion in the nonprofit sector but decision makers don't have the will to make changes

72%   **49%**
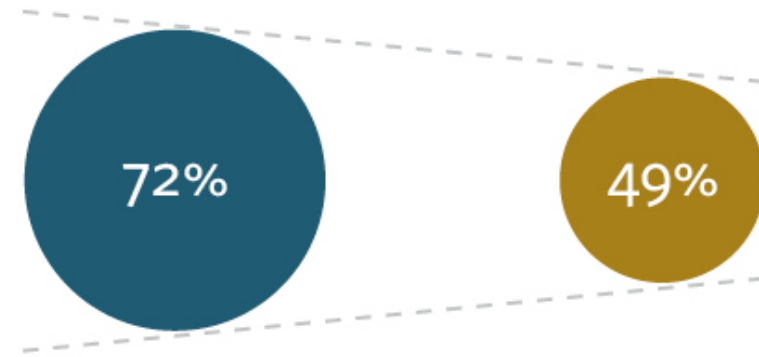
One of the big problems in the nonprofit sector is that leadership doesn't represent the racial/ethnic diversity of the U.S.

89%   **80%**
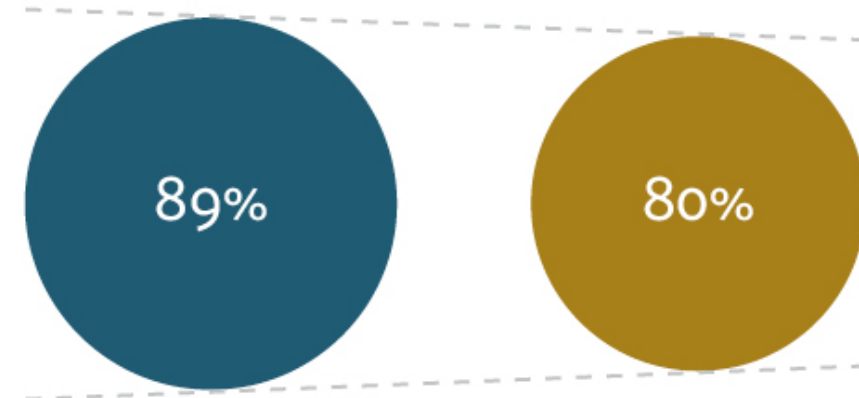
In Respondent's Own Words

"We know the way forward, we can readily identify the barriers – but too often we focus on changing people's minds about racial inequity, which I sense is beyond anyone's control. I think we must shift the focus to changing people's behaviors … Our country's history shows [shifting mindsets] is slow and too unpredictable."
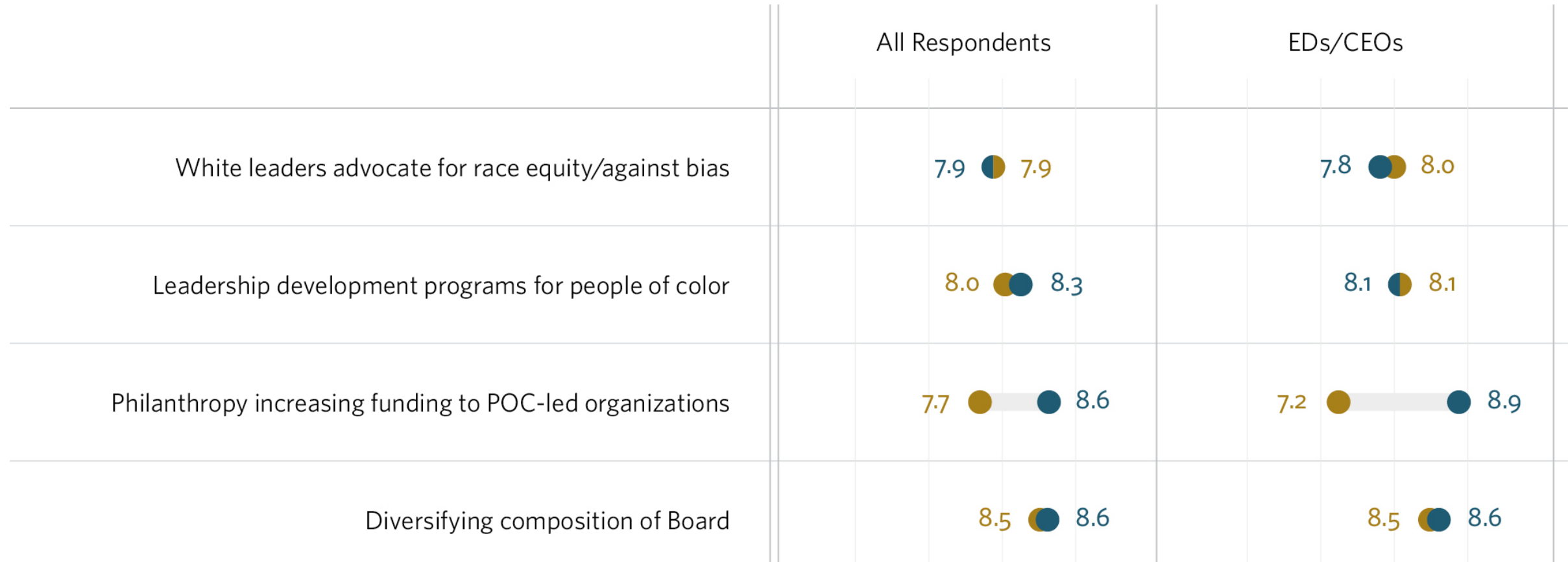
- Black Woman Survey Respondent

Sectoral Strategies for Change

NONPROFIT SECTOR STRATEGIES TO INCREASE LEADERSHIP DIVERSITY

● PEOPLE OF COLOR CEO   ● WHITE CEO

MEAN RESPONSES ON A SCALE OF **1–10**

	All Respondents	EDs/CEOs
White leaders advocate for race equity/against bias	7.9 ●● 7.9	7.8 ●● 8.0
Leadership development programs for people of color	8.0 ●● 8.3	8.1 ●● 8.1
Philanthropy increasing funding to POC-led organizations	7.7 ● ● 8.6	7.2 ● ● 8.9
Diversifying composition of Board	8.5 ●● 8.6	8.5 ●● 8.6

Q & A

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