

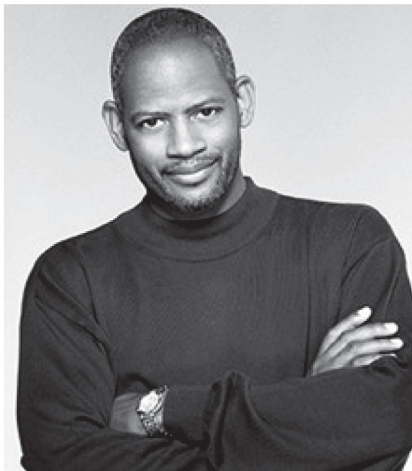


ANALYSIS OF POLICIES, PRACTICES, AND PROGRAMS FOR ADVANCING DIVERSITY, EQUITY, AND INCLUSION

# Resource Guide



**D5** Growing **diversity**, **equity**, and **inclusion** in philanthropy



**Authors**

Paula Dressel, Vice President of JustPartners, Inc., and Gregory Hodge, consultant to JustPartners from Khepera Consulting are the authors of this report. JustPartners Inc. is a Baltimore-based consulting group that works to advance equitable and inclusive organizations and communities.

**Note**

These resources were current in 2012, but are subject to change since then.

**[D5coalition.org](http://D5coalition.org)**

---

# CONTENTS

---

<b>Tools &amp; Programs for Advancing Diversity, Equity, and Inclusion Within Philanthropy: An Overview</b>	<b>04</b>
<i>Tools: An Annotated Bibliography</i>	<b>07</b>
<i>Programs: An Annotated Bibliography</i>	<b>13</b>
<b>Models That Advance Diversity, Equity, and Inclusion Within Philanthropy: An Overview</b>	<b>17</b>
<i>Models: An Annotated Bibliography</i>	<b>21</b>
<b>General Guidance: An Annotated Bibliography</b>	<b>35</b>

# TOOLS & PROGRAMS

FOR ADVANCING DIVERSITY, EQUITY, & INCLUSION WITHIN PHILANTHROPY: AN OVERVIEW

(references beneath the diagram in alphabetical order)



<p>Council of Michigan Foundations.  <b>“Transforming Michigan Philanthropy Through Diversity and Inclusion.”</b></p>	<p>Council on Foundations.  <b>“Engaging Donor Advised Funds in Impact Investing: A Toolkit for Community Foundations.”</b></p>	<p>Association of Black Foundation Executives.  <b>“Connecting Leaders Fellows.”</b></p>	<p>Asian Americans/ Pacific Islanders in Philanthropy.  <b>“1st STEP Campaign and Public Private Partnership Initiative.”</b></p>	<p>Annie E. Casey Foundation.  <b>“Advancing the Mission Toolkit.”</b></p>
<p>Denver Foundation.  <b>“Inclusiveness at Work: How to Build Inclusive Nonprofit Organizations.”</b></p>	<p>Council of Michigan Foundations.  <b>“Transforming Michigan Philanthropy Through Diversity and Inclusion.”</b></p>	<p>Annie E. Casey Foundation.  <b>“Advancing the Mission Toolkit.”</b></p>	<p>Association of Black Foundation Executives.  <b>“Effective and Responsive Philanthropy in Black Communities.”</b></p>	<p>The Denver Foundation.  <b>“Inclusiveness at Work: How to Build Inclusive Nonprofit Organizations.”</b></p>
<p>Donors Forum, et al.  <b>“Building on a Better Foundation.”</b></p>	<p>Denver Foundation.  <b>“Inclusiveness at Work: How to Build Inclusive Nonprofit Organizations.”</b></p>	<p>Council on Foundations.  <b>“Engaging Donor Advised Funds in Impact Investing: A Toolkit for Community Foundations”;</b>  <b>“Career Pathways.”</b></p>	<p>Annie E. Casey Foundation.  <b>“Advancing the Mission Toolkit.”</b></p>	<p>Center for Assessment and Policy Development and MP Associates.  <b>“Evaluation Tools for Racial Equity.”</b></p>

GrantCraft and Philanthropic Initiative for Racial Equity. <b>“Grantmaking with a Racial Equity Lens.”</b>	Minnesota Council on Foundations. <b>“Diversity &amp; Inclusion Action Kit.”</b>	The Denver Foundation. <b>“Inclusiveness at Work: How to Build Inclusive Nonprofit Organizations.”</b>	Center for Assessment and Policy Development and MP Associates. <b>“Racial Equity Tools.”</b>
Western States Center. <b>“Assessing Our Organizations.”</b>	Third Sector New England. <b>“Step-By-Step: A Guide to Achieving Diversity and Inclusion in the Workplace.”</b>	Emerging Practitioners in Philanthropy. <b>“EPIP Professional Development Fund.”</b>	The Denver Foundation. <b>“Inclusiveness at Work: How to Build Inclusive Nonprofit Organizations.”</b>
	U.S. Business Leadership Network and U.S. Chamber of Commerce. <b>“Leading Practices on Disability Inclusion.”</b>	Forum of Regional Associations of Grantmakers. <b>“Toolkit for Racial, Ethnic and Tribal Funds and Foundations.”</b>	Disability Funders Network. <b>“A Screening Tool for Disability-Inclusive Grantmaking.”</b>
Western States Center. <b>“Assessing Our Organizations.”</b>		Gay and Lesbian Fund of Colorado. <b>“Gender Expressions Toolkit”; “Inclusive Workplace Toolkit.”</b>	Funders for LGBTQ Issues. <b>“The Common Vision Guide to Structural Change Grantmaking.”</b>
		Hispanics in Philanthropy. <b>“Capacity Building: Developing Latino Organizations and Leaders.”</b>	Funders’ Network for Smart Growth and Livable Communities. <b>“Unlocking the Promise: A Guide for Funders Interested in Transformational Grantmaking.”</b>
		Native Americans in Philanthropy. <b>“Circle of Leadership Academy.”</b>	Grantmakers for Effective Organizations and Interaction Institute for Social Change. <b>“Do Nothing About Me Without Me.”</b>

Proteus Fund. <b>“Diversity Fellowship.”</b>	Minnesota Council on Foundations. <b>“Diversity &amp; Inclusion Action Kit.”</b>
The St. Paul Foundation. <b>“Facing Race”</b>	TrueChild. <b>“Gender Transformative Philanthropy.”</b>
The San Francisco Foundation. <b>“Multicultural Fellowship Program.”</b>	U.S. Administration on Aging. <b>“A Toolkit for Serving Diverse Communities.”</b>
Third Sector New England. <b>“Step-By-Step: A Guide to Achieving Diversity and Inclusion in the Workplace.”</b>	Western States Center. <b>“Assessing Our Organizations.”</b>
U.S. Business Leadership Network and U.S. Chamber of Commerce. <b>“Leading Practices on Disability Inclusion.”</b>	Western States Center. <b>“Shared Oppressions.”</b>
Western States Center. <b>“Uniting Communities: The Toolkit, Second Edition.”</b>	

## TOOLS: AN ANNOTATED BIBLIOGRAPHY

---

Defined as resources that enable a foundation to walk itself through an issue related to DEI with or without facilitation by a consultant.

Annie E. Casey Foundation

### ADVANCING THE MISSION TOOLKIT

<http://www.aecf.org/~media/Pubs/Other/A/AdvancingtheMissionToolsforEquityDiversityand/respect.pdf>

The story of the foundation's DEI efforts around race/ethnicity over multiple years; offers an institutional assessment quiz, guidance for affinity group activity and vendor diversification, templates for data collection, ideas for hardwiring DEI into policy, and structures for management and staff accountability.

Center for Assessment and Policy Development and MP Associates

### EVALUATION TOOLS FOR RACIAL EQUITY

<http://www.evaluationtoolsforracialequity.org/index.htm>

Tools for conducting evaluations that take into account issues of racism, power, privilege, and oppression in how evaluation is organized and carried out, the kinds of questions asked and outcomes measured, and understanding and use of the results.

Center for Assessment and Policy Development and MP Associates

### RACIAL EQUITY TOOLS

<http://www.racialequitytools.org>

Website that offers tools, tips, curricula and ideas for individuals and groups working to achieve racial equity.

Council on Foundations

## **ENGAGING DONOR ADVISED FUNDS IN IMPACT INVESTING: A TOOLKIT FOR COMMUNITY FOUNDATIONS**

<http://www.cof.org/templates/content5.cfm?ItemNumber=18592&navItemNumber=15626>

Overview of a Donor Advised Fund program; frequently asked questions; an impact investment policy statement; a donor engagement kit, which includes marketing and presentation materials; webinar presentations; and resources on impact investing.

The Denver Foundation

## **INCLUSIVENESS AT WORK: HOW TO BUILD INCLUSIVE NONPROFIT ORGANIZATIONS**

<http://www.nonprofitinclusiveness.org/inclusiveness-work-how-build-inclusive-nonprofit-organizations>

Has an intentional focus on race/ethnicity, but is adaptable to other dimensions of inclusiveness; provides detailed steps, accompanying worksheets, and sample documents for making a long-term organizational commitment to inclusiveness. Steps addressed: creating structure; consultants/training; making the case; gathering info; creating a blueprint; and implementing the blueprint.

Disability Funders Network

## **A SCREENING TOOL FOR DISABILITY-INCLUSIVE GRANTMAKING**

<http://www.disabilityfunders.org/screen>

A series of questions about organizational knowledge, attitude, programming, and participation by people with disabilities, intended to advance inclusiveness in grantmaking.

Donors Forum, et al.

## **BUILDING ON A BETTER FOUNDATION**

[http://www.mcf.org/system/asset\\_manager\\_pdfs/0000/0118/DiversityToolkitPF\\_1\\_.pdf](http://www.mcf.org/system/asset_manager_pdfs/0000/0118/DiversityToolkitPF_1_.pdf)

Assistance on how grantmaking organizations can address inclusion in their roles as funders, employers and businesses and community citizens. For each role, the toolkit gives case examples, questions for discussion and some action steps.



Forum of Regional Associations of Grantmakers

## **TOOLKIT FOR RACIAL, ETHNIC AND TRIBAL FUNDS AND FOUNDATIONS**

[http://www.givingforum.org/s\\_forum/bin.asp?CID=1936&DID=12623&DOC=FILE.PDF](http://www.givingforum.org/s_forum/bin.asp?CID=1936&DID=12623&DOC=FILE.PDF)

Designed to provide community leaders or potential hosts with the tools and outlines they need to start a racial, ethnic, or tribal fund. Each topic — structure, capital, and grants — contains key questions, choices, suggestions, lessons learned, and additional resources.

Funders for LGBTQ Issues

## **THE COMMON VISION GUIDE TO STRUCTURAL CHANGE GRANTMAKING**

<http://www.lgbtfunders.org/programs/vision.cfm>

A step-by-step process for structural change grantmaking utilizing an intersectional lens. Includes a Structural Analysis Worksheet, an Impact Assessment tool, and sample RFPs.

Funders' Network for Smart Growth and Livable Communities

## **UNLOCKING THE PROMISE: A GUIDE FOR FUNDERS INTERESTED IN TRANSFORMATIONAL GRANTMAKING**

[http://www.fundersnetwork.org/files/learn/UNLOCKING\\_THE\\_PROMISE.pdf](http://www.fundersnetwork.org/files/learn/UNLOCKING_THE_PROMISE.pdf)

Focusing on the intersection of race, class, and access to opportunity related to growth and development decisions made by governments, private developers, and not-for-profit organizations, helps funders identify projects that result in the reduction of local and regional disparities; the development of leadership opportunities across a range of communities; and the advancement of strategies that benefit people and place.

Gay and Lesbian Fund of Colorado

## **GENDER EXPRESSION TOOLKIT**

<http://www.gayandlesbianfund.org/wp-content/uploads/Gender-Expression-Toolkit.pdf>

Suggested language for company policies and procedures, information employees and employers should know about gender identity, and employee discrimination, definitions, and resources.

Gay and Lesbian Fund of Colorado

### **INCLUSIVE WORKPLACE TOOLKIT**

<http://www.gayandlesbianfund.org/wp-content/uploads/2011/09/inclusive-workplace-toolkit-2011.pdf>

Suggested language for company policies and procedures, document templates, and case studies for a more inclusive workplace.

GrantCraft and Philanthropic Initiative for Racial Equity

### **GRANTMAKING WITH A RACIAL EQUITY LENS**

<http://www.grantcraft.org/?pageid=1280>

Guidance and lessons from practitioners about why and how to incorporate a racial lens into grantmaking and organizational operations. Includes sample templates.

Grantmakers for Effective Organizations and Interaction Institute for Social Change

### **DO NOTHING ABOUT ME WITHOUT ME**

[http://www.geofunders.org/storage/documents/Do\\_Nothing\\_About\\_Me\\_Without\\_Me.pdf](http://www.geofunders.org/storage/documents/Do_Nothing_About_Me_Without_Me.pdf)

Defines stakeholder engagement as it applies to the work of grantmakers, makes the case that engaging grantees and other relevant stakeholders in strategy development and grantmaking practices leads to improved results, provides grantmakers with a variety of options and steps for engaging stakeholders, and offers examples of ways grantmakers are engaging stakeholders with positive impact on grantmaking.

Minnesota Council on Foundations

### **DIVERSITY & INCLUSION ACTION KIT**

[http://www.mcf.org/system/article\\_resources/0000/1192/diversity\\_all\\_action\\_kit\\_pages.pdf](http://www.mcf.org/system/article_resources/0000/1192/diversity_all_action_kit_pages.pdf)

Menu of actions advancing diversity in philanthropy's roles of funder, employer, economic entity, and citizen of the community. Provides a worksheet for the user to identify steps that can be taken locally.

Third Sector New England

## **STEP-BY-STEP: A GUIDE TO ACHIEVING DIVERSITY AND INCLUSION IN THE WORKPLACE**

<http://www.racialequitytools.org/resourcefiles/third.pdf>

Suggested action steps to get started, establish a framework, integrate the work with organizational goals, and evaluate progress.

TrueChild

## **GENDER TRANSFORMATIVE PHILANTHROPY**

<http://www.truechild.org/Images/Interior/findtools/philanthropic/gender%20transformative%20philanthropy.pdf>

Provides critical definitions around gender, describes what a transformational approach entails, and offers questions grantmakers can ask themselves and their grantees to become more gender aware. The main organization website, <http://www.truechild.org/funders>, provides in-depth guidance around specific issues.

U.S. Administration on Aging

## **A TOOLKIT FOR SERVING DIVERSE COMMUNITIES**

[http://www.aoa.gov/AoARoot/AoA\\_Programs/Tools\\_Resources/DOCS/AoA\\_DiversityToolkit\\_full.pdf](http://www.aoa.gov/AoARoot/AoA_Programs/Tools_Resources/DOCS/AoA_DiversityToolkit_full.pdf)

Helps funders in aging, aging agencies, and their partners to start a conversation about providing better services for diverse older communities. Tools include an organizational assessment, ways to identify community knowledge for organizational capacity building, and questions to guide inclusive service design and effective evaluation.

U.S. Business Leadership Network and U.S. Chamber of Commerce

## **LEADING PRACTICES ON DISABILITY INCLUSION**

[http://www.usbln.org/pdf-docs/Leading\\_Practices\\_on\\_Disability\\_Inclusion.pdf](http://www.usbln.org/pdf-docs/Leading_Practices_on_Disability_Inclusion.pdf)

Offers a Workplace Disability Assessment Tool that covers recruitment, employment, vendors/suppliers, technology access, and marketing/communications. Offers case examples of successful strategies from the Leading Practices on Disability Inclusion initiative.

Western States Center

### **ASSESSING OUR ORGANIZATIONS**

<http://www.westernstatescenter.org/tools-and-resources/Tools/assessing-our-organizations>

Helps identify gaps and opportunities to strengthen an organization's commitment to LGBTQ equality. Tool includes questions about programs, power, policies, people, and culture.

Western States Center

### **SHARED OPPRESSIONS - v.2.**

<http://www.westernstatescenter.org/tools-and-resources/Tools/shared-oppressions>

Structures an interactional workshop to help participants recognize disproportionate impacts for LGBTQ people of color in areas such as employment, education, and housing caused by individual, cultural, and institutional prejudice and discrimination.

Western States Center

### **UNITING COMMUNITIES: THE TOOLKIT, SECOND EDITION**

<http://www.lulu.com/shop/western-states-center/uniting-communities-the-toolkit-second-edition/paperback/product-20080364.html;jsessionid=6E4842EF2C78D9B0A25974F6192441A5> (fee)

Provides exercises to examine the barriers organizations must overcome to become inclusive of their LGBTQ members. Contains case studies that highlight the successes groups across the country have had in breaking new paths toward inclusiveness and culturally specific engagement.

## PROGRAMS: AN ANNOTATED BIBLIOGRAPHY

---

Defined as resources for the field that support important organizational DEI efforts.

Asian Americans/Pacific Islanders in Philanthropy

### **1ST STEP CAMPAIGN AND PUBLIC PRIVATE PARTNERSHIP INITIATIVE**

<http://www.aapip.org/what-we-do/1st-step-campaign-strategies-to-equitable-philanthropy>

A regionally focused campaign to drive and sustain an increase in grantmaking to AAPI communities across the nation.

Association of Black Foundation Executives

### **CONNECTING LEADERS FELLOWSHIP**

<http://www.abfe.org/abfe1.asp?PageURL=26>

A yearlong experience designed to sharpen the skills and strengthen the leadership capacity of foundation staff, donors, and trustees who are committed to assisting black communities through philanthropy.

Association of Black Foundation Executives

### **EFFECTIVE AND RESPONSIVE PHILANTHROPY IN BLACK COMMUNITIES: BUILDING A FRAMEWORK AND AGENDA FOR CHANGE**

<http://www.abfe.org/FCDOCS%5COne%20pager%20ERPBC%20FINAL.pdf>

Consultation and training offering tools to analyze underlying causes of racial disparities, develop strategies and actions to close racial gaps, and shape communications to enlist allies.

Council of Michigan Foundations

### **TRANSFORMING MICHIGAN PHILANTHROPY THROUGH DIVERSITY AND INCLUSION**

[http://www.michiganfoundations.org/s\\_cmf/sec.asp?CID=9485&DID=20657](http://www.michiganfoundations.org/s_cmf/sec.asp?CID=9485&DID=20657)

A six-year initiative (2008-2013) to increase the effectiveness of organized philanthropy in Michigan by becoming a more diverse and inclusive membership association, increasing member capacity to become more diverse and inclusive, and increasing the diversity of individuals in foundation leadership. Includes a Peer Action Learning Network, an expert-led 11-month engagement series that begins with a baseline Intercultural Competency Inventory and includes seminars, a CEO group, action projects, and monthly coaching calls.

Council on Foundations

### **CAREER PATHWAYS**

<http://www.cof.org/programsandservices/diversity/pathways.cfm?navItemNumber=14830>

A 12-month leadership program that prepares candidates from diverse backgrounds to compete for and earn positions as philanthropic leaders. Works with individuals currently employed in foundations and grantmaking institutions that are seeking to advance their careers in philanthropy.

Emerging Practitioners in Philanthropy

### **EPIP PROFESSIONAL DEVELOPMENT FUND**

<http://www.epip.org/programs/professional-development-fund/>

Supports the professional development of young people of color in philanthropy to ensure racial diversity within next-generation work.

Hispanics in Philanthropy

### **CALIFORNIA LEADERSHIP PROJECT**

<http://www.hiponline.org/programs/capacity-building/california-leadership-project>

Builds the capacity of Latino-led, Latino-serving nonprofit organizations in California's San Joaquin Valley, including in the areas of board development, strategic planning, and diversifying funding sources to increase long-term organizational sustainability.

Hispanics in Philanthropy

### **CAPACITY BUILDING: DEVELOPING LATINO ORGANIZATIONS AND LEADERS**

<http://www.hiponline.org/programs/capacity-building>

Capacity building for small to medium Latino-led nonprofits, focused on contributing to their organizational development and growth by strengthening areas such as strategic planning, fundraising, staff and board development, technology, marketing and communications strategies, financial management, and program evaluations.

Native Americans in Philanthropy

### **CIRCLE OF LEADERSHIP ACADEMY**

<http://www.nativephilanthropy.org/programs/for-individuals/>

An 18-month leadership development program designed to enhance and empower Native American leadership in the philanthropic and nonprofit sectors. The Academy engages emerging and mid-career Native American leaders and educates them in the field of philanthropy and nonprofits through professional development, networking, and mentorship opportunities.

Proteus Fund

### **DIVERSITY FELLOWSHIP**

<http://www.proteusfund.org/home/diversity-fellowship>

A yearlong program to cultivate emerging practitioners of color who represent the next generation of philanthropic leaders. Offers training, support, and a strong community. It places fellows in foundations to work on major projects and collaborate in a learning community.

The St. Paul Foundation

### **FACING RACE**

<https://www.facingrace.org/>

This initiative launched by the St. Paul Foundation in 2004 is a multi-year campaign aimed at positively changing the nature of personal, organizational, and institutional relationships in Minnesota by addressing racism at individual and institutional levels.

The San Francisco Foundation

## MULTICULTURAL FELLOWSHIP PROGRAM

<http://www.sff.org/programs/special-programs-and-funds/multicultural-fellowship-program/>

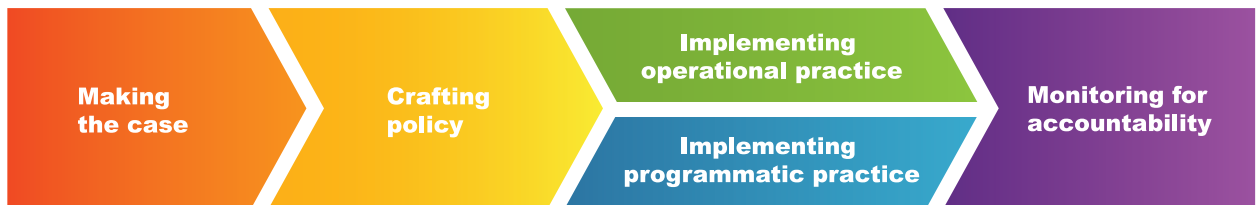
Cultivates the next generation of community leaders to reflect the diversity of the region by engaging young professionals of color in grantmaking teams and projects across the foundation to gain hands-on experience.



# MODELS

## THAT ADVANCE DIVERSITY, EQUITY, & INCLUSION WITHIN PHILANTHROPY: AN OVERVIEW

(references beneath the diagram in alphabetical order)



Access Strategies Fund. <b>“Vision;” “Mission &amp; Theory of Change.”</b>	The California Endowment and Social Policy Research Associates. <b>“Foundation Diversity Policies and Practices Toolkit.”</b>	The California Endowment and Social Policy Research Associates. <b>“Foundation Diversity Policies and Practices Toolkit.”</b>	Akonadi Foundation. <b>“2007 Strategic Plan: Movement Building for Racial Justice;” “Ecosystem Grant-making: A Systematic Approach to Supporting Movement Building;” “From the Roots: Building the Power of Communities of Color to Challenge Structural Racism.”</b>	Annie E. Casey Foundation <b>“Workforce Composition.”</b>
Akonadi Foundation. <b>“2007 Strategic Plan: Movement Building for Racial Justice.”</b>	Council of Michigan Foundations. <b>“Board Actions on Diversity &amp; Inclusion, 2002-2009.”</b>	CF Leads. <b>“Community Foundations Take the Lead: Promising Approaches to Building Inclusive and Equitable Communities.”</b>	Annie E. Casey Foundation. <b>“Ensuring Racial and Ethnic Equity.”</b>	The California Endowment and Social Policy Research Associates. <b>“Diversity and Inclusivity Report Card.”</b>
Appalachian Community Fund. <b>“Mission &amp; Vision.”</b>	Council of Michigan Foundations. <b>“Review of Michigan Foundations’ Organizational Policies for Diversity and Inclusive Practice.”</b>	Dell. <b>“Inspire &amp; Innovate: Achievements in Corporate Responsibility 2009.”</b>	Appalachian Community Fund. <b>“About Central Appalachia.”</b>	Rockefeller Brothers Fund. <b>“RBF Diversity Report, 2012 Update.”</b>

The Chinook Fund. <b>“Grantmaking.”</b>	Donors Forum of Chicago. <b>“Sample Diversity Statements and Policies.”</b>	Funders for LGBTQ Issues. <b>“Towards a More Responsive Philanthropy: Grantmaking for Racial Equity &amp; LGBTQ Justice.”</b>	Appalachian Community Fund. <b>“ACF’s Anti-Racism Work.”</b>
The Chinook Fund. <b>“Our History.”</b>	The Educational Foundation of America. <b>“Responsible Investments.”</b>	The Greenlining Institute. <b>“Supplier Diversity Report Card: Another Groundbreaking Year.”</b>	Appalachian Community Fund. <b>“Definitions of Social Change.”</b>
Connecticut Health Foundation. <b>“Strategic Plan.”</b>	Funders for LGBTQ Issues. <b>“Towards a More Responsive Philanthropy: Grantmaking for Racial Equity &amp; LGBTQ Justice.”</b>	Pride Foundation. <b>“Shareholder Advocacy.”</b>	Appalachian Community Fund. <b>“Grant Opportunities.”</b>
Council of Michigan Foundations. <b>“Board Actions on Diversity and Inclusion, 2002-2009.”</b>	Jessie Smith Noyes Foundation. <b>“Investment Policy.”</b>	Rockefeller Brothers Fund. <b>“The RBF Diversity Report;” “The RBF Diversity Report, 2012 Update.”</b>	Arcus Foundation. <b>“Equal Employment Opportunity Policy Requirement.”</b>
Council of Michigan Foundations and Diversity in Philanthropy Project. <b>“Building Diverse and Inclusive Foundations, Lessons from Michigan.”</b>	Meyer Memorial Trust. <b>“Vendor Evaluation Criteria.”</b>	Rockefeller Philanthropic Advisors, CoF, Forum of Regional Assn of Grantmakers. <b>“Diversity in Action: Strategies With Impact.”</b>	Blueprint Research & Design and GPS Capital Partners LLC. <b>“Equity Advancing Equity.”</b>
Edward W. Hazen Foundation. <b>“Strategic Plan 2010 through 2014.”</b>	Minnesota Philanthropy Partners. <b>“Employment Policy.”</b>	Rosenberg, V., et al. <b>“Building the Bridge for Diversity and Inclusion: Testing a Regional Strategy.”</b>	The California Endowment and Social Policy Research Associates. <b>“Foundation Diversity Policies and Practices Toolkit.”</b>

Foundation for the Mid South. <b>“More Than Words.”</b>	Mission Investors Exchange. <b>“Mission Investing Policies.”</b>	Society for Human Resource Management. <b>“Diversity Outreach Letter, Diversity Survey, Key Elements of a Diversity Program, Transgender: Disclosure Memo.”</b>	CF Leads. <b>“Community Foundations Take the Lead: Promising Approaches to Building Inclusive and Equitable Communities.”</b>
Hyams Foundation. <b>“Statement of Diversity Principles.”</b>	State Bar of California. <b>“Creating a Model Work Environment for Lesbian, Gay, Bisexual, and Transgender Individuals.”</b>	State Bar of California. <b>“Creating a Model Work Environment for Lesbian, Gay, Bisexual, and Transgender Individuals.”</b>	The Chinook Fund. <b>“Grantmaking.”</b>
Jessie Smith Noyes Foundation. <b>“The Challenge of Diversity.”</b>	Tides Foundation. <b>“Diversity and Inclusion Philosophy.”</b>	W. K. Kellogg Foundation. <b>“Cultures of Giving.”</b>	The Chinook Fund. <b>“Our History.”</b>
Rockefeller Brothers Fund. <b>“The RBF Diversity Report;” “The RBF Diversity Report, 2012 Update.”</b>			Council on Foundations. <b>“Ten Ways for Family Foundations to Consider Diversity and Inclusive Practices.”</b>
			Dyson Foundation. <b>“Diversity Form.”</b>
			Funders for LGBTQ Issues. <b>“Towards a More Responsive Philanthropy: Grantmaking for Racial Equity &amp; LGBTQ Justice.”</b>
			Hispanics in Philanthropy. <b>“LGBT Latinos: Movement Building at the Intersection of LGBT Rights and Racial Justice.”</b>

Hyams Foundation.  
**“Grantmaking  
Guidelines.”**

The Minneapolis  
Foundation. **“About  
Equity and Social  
Change.”**

Norman Foundation.  
**“Grant Guidelines.”**

North Star Fund. **“What  
We Fund.”**

Philanthropic Initiative for  
Racial Equity and Applied  
Research Center.  
**“Catalytic Change:  
Lessons Learned from  
the Racial Justice  
Grantmaking  
Assessment.”**

Pride Foundation. **“Racial  
Equity Initiative.”**

Rockefeller Brothers Fund.  
**“The RBF Diversity  
Report;” “The RBF  
Diversity Report, 2012  
Update.”**

Rockefeller Philanthropic  
Advisors, Council on  
Foundations, Forum of  
Regional Assn. of  
Grantmakers. **“Diversity  
in Action: Strategies  
With Impact.”**

Verizon. **“Verizon  
Awards \$55,000 to  
Nonprofits that Use  
Technology to Help  
Individuals with  
Disabilities.”**

# MODELS: AN ANNOTATED BIBLIOGRAPHY

---

Defined as credible illustrations of some aspect of DEI in action that is adaptable to other foundations' circumstances.

Access Strategies Fund

## VISION

<http://www.accessstrategies.org/about-us/our-vision>.

Vision statement makes expressed commitment to diversity, equity, and inclusion.

Access Strategies Fund

## MISSION & THEORY OF CHANGE

<http://www.accessstrategies.org/about-us/our-mission>

Mission statement makes expressed commitment to diversity, equity, and inclusion.

Akonadi Foundation

## 2007 STRATEGIC PLAN: MOVEMENT BUILDING FOR RACIAL JUSTICE

[http://www.akonadi.org/section/view/strategic\\_plan\\_20082012](http://www.akonadi.org/section/view/strategic_plan_20082012)

Establishes seven goals to address structural racism and advance racial justice, guided by the values of leadership by communities of color, leadership from those directly involved in racial justice work, and efforts to achieve other forms of justice.

Akonadi Foundation

## ECOSYSTEM GRANTMAKING: A STRATEGIC APPROACH TO SUPPORTING MOVEMENT BUILDING

<http://www.akonadi.org/section/view/programs>

A description of the foundation's funding strategy to support the development of social-change movements to eliminate structural racism and create a racially just society.

Akonadi Foundation

**FROM THE ROOTS: BUILDING THE POWER OF COMMUNITIES OF COLOR TO CHALLENGE STRUCTURAL RACISM**

<http://racialequitytools.org/resourcefiles/akonadi1.pdf>

Reflections on 10 years of addressing structural racism with a focus on both short- and long-term goals.

Annie E. Casey Foundation

**ENSURING RACIAL & ETHNIC EQUITY**

<http://www.aecf.org/OurApproach/EnsuringRacialAndEthnicEquity.aspx>

Statement of equity as a cross-cutting issue in all major initiatives and investment areas.

Annie E. Casey Foundation

**WORKFORCE COMPOSITION**

<http://www.aecf.org/AboutUs/~media/PDFFiles/AboutUs/StaffComDataFourth2011.pdf>

Presentation of 2011 staff diversity data, which will be updated and publicized semi-annually.

Appalachian Community Fund

**MISSION AND VISION**

<http://www.appalachiancommunityfund.org/html/mission.html>

Appalachian Community Fund

**GRANT OPPORTUNITIES**

<http://www.appalachiancommunityfund.org/html/grantops.html>

Appalachian Community Fund

### **ABOUT CENTRAL APPALACHIA**

<http://www.appalachiancommunityfund.org/html/aboutcentralA.html>

Appalachian Community Fund

### **DEFINITIONS OF SOCIAL CHANGE**

<http://www.appalachiancommunityfund.org/html/definitions.html>

Appalachian Community Fund

### **ACF'S ANTI-RACISM WORK**

<http://www.appalachiancommunityfund.org/html/antiracism.html>

Mission and vision statements and funding focus are explicit about diversity, equity, and inclusion. The foundation's work is based on a deep analysis of inequity in Central Appalachia, a multi-layered understanding of social change, and a fundamental commitment to anti-racism.

Arcus Foundation

### **EQUAL EMPLOYMENT OPPORTUNITY POLICY REQUIREMENT**

[http://www.arcusfoundation.org/socialjustice/about\\_us/equal\\_opportunity\\_policies/](http://www.arcusfoundation.org/socialjustice/about_us/equal_opportunity_policies/)

Informs grant seekers that they must include sexual orientation and gender identity in board-approved EEO policy.

Blueprint Research & Design and GPS Capital Partners LLC

### **EQUITY ADVANCING EQUITY**

<http://www.communityphilanthropy.org/downloads/Equity%20Advancing%20Equity%20Full%20Report.pdf>

Mission-investing strategies community foundations are using to strengthen business opportunities, home ownership, education, and wealth creation in pursuit of closing gaps.

The California Endowment and Social Policy Research Associates

## **DIVERSITY AND INCLUSIVITY REPORT CARD**

<http://www.calendow.org/uploadedFiles/about/TCE%202011%20Diversity%20Audit%20Report.pdf>

A 2011 audit of the progress being made by the foundation to increase the institutional efficacy of its grants portfolio and operating practices. Of particular note are efforts around staff and vendor orientation and ADA and language accessibility.

The California Endowment and Social Policy Research Associates

## **FOUNDATION DIVERSITY POLICIES AND PRACTICES TOOLKIT**

<http://www.calendow.org/uploadedFiles/Publications/Other/Philanthropy/Online%20Diversity%20Toolkit.pdf>

Examples of diversity commitments from a range of foundations in the areas of policy statements, governance and workforce, grantmaking, contracting with vendors and consultants, and investments.

CF Leads

## **COMMUNITY FOUNDATIONS TAKE THE LEAD: PROMISING APPROACHES TO BUILDING INCLUSIVE AND EQUITABLE COMMUNITIES**

[http://www.cfleads.org/resources/commleadership\\_pubs/docs/cf\\_ttl\\_2007-10.pdf](http://www.cfleads.org/resources/commleadership_pubs/docs/cf_ttl_2007-10.pdf)

Profiles of six community foundations using their grants and political capital, and one community foundation aligning its internal practices to help residents, leaders, and decision makers build diverse, equitable, and inclusive communities.

Chinook Fund

## **GRANTMAKING**

<http://www.chinookfund.org/grantmaking>

Mission statement, movement-building strategy, and funding decision making are all driven by social justice and freedom from oppression, including but not limited to racism, sexism, classism, heterosexism, ageism, and ableism.



Chinook Fund

## **OUR HISTORY**

<http://www.chinookfund.org/ourhistory>

Mission statement, movement-building strategy, and funding decision making are all driven by social justice and freedom from oppression, including but not limited to racism, sexism, classism, heterosexism, ageism, and ableism.

Connecticut Health Foundation

## **STRATEGIC PLAN**

<http://www.cthealth.org/wp-content/uploads/2011/04/strategic-goals-8-23-10.pdf>

Explicit focus on the elimination of racial and ethnic health disparities as a strategic goal with objectives around access, treatment, and patient-provider interactions.

Council of Michigan Foundations

## **BOARD ACTIONS ON DIVERSITY & INCLUSION 2002 – 2009**

[http://www.michiganfoundations.org/s\\_cmf/bin.asp?CID=9485&DID=20660&DOC=FILE.PDF](http://www.michiganfoundations.org/s_cmf/bin.asp?CID=9485&DID=20660&DOC=FILE.PDF)

A chronology of one board's steps toward growing institutional commitment to diversity and inclusion.

Council of Michigan Foundations and Diversity in Philanthropy Project

## **BUILDING DIVERSE AND INCLUSIVE FOUNDATIONS, LESSONS FROM MICHIGAN**

[http://www.michiganfoundations.org/s\\_cmf/bin.asp?CID=11362&DID=25965&DOC=FILE.PDF](http://www.michiganfoundations.org/s_cmf/bin.asp?CID=11362&DID=25965&DOC=FILE.PDF)

Lessons shared by Michigan foundation leaders and national resource people about the value of diversity and inclusion, why it's hard work, and suggestions for doing it.

Council of Michigan Foundations

## **REVIEW OF MICHIGAN FOUNDATIONS' ORGANIZATIONAL POLICIES FOR DIVERSITY AND INCLUSIVE PRACTICE**

[http://www.michiganfoundations.org/s\\_cmf/bin.asp?CID=11362&DID=25968&DOC=FILE.PDF](http://www.michiganfoundations.org/s_cmf/bin.asp?CID=11362&DID=25968&DOC=FILE.PDF)

Analyzes policies from 11 Michigan foundations with regard to scope of diversity, governance, human-resource management, programming and operations, engagement and outreach, and planning, monitoring, and evaluation.

Council on Foundations

## **TEN WAYS FOR FAMILY FOUNDATIONS TO CONSIDER DIVERSITY AND INCLUSIVE PRACTICES**

<http://www.cof.org/files/Bamboo/programsandservices/diversity/documents/10waysfamilydiversity.pdf>

A guide to help foundations consider how advancing DEI will help them more effectively fulfill their mission. Includes 10 approaches based on the experiences of 10 family foundations.

Dell

## **INSPIRE & INNOVATE: ACHIEVEMENTS IN CORPORATE RESPONSIBILITY 2009**

[http://i.dell.com/sites/content/corporate/corp-comm/en/Documents/Dell\\_CR\\_Summary\\_Report\\_FINAL.pdf](http://i.dell.com/sites/content/corporate/corp-comm/en/Documents/Dell_CR_Summary_Report_FINAL.pdf)

Describes the creation of a Global Giving Council made up of executives from China, India, the United Arab Emirates, Mexico, Western Europe, Brazil, and the United States to guide giving efforts and ensure that they are applied in targeted areas.

Donors Forum

## **SAMPLE DIVERSITY STATEMENTS AND POLICIES**

[http://www.donorsforum.org/s\\_donorsforum/bin.asp?CID=19029&DID=51593&DOC=FILE.PDF](http://www.donorsforum.org/s_donorsforum/bin.asp?CID=19029&DID=51593&DOC=FILE.PDF)

Provides examples for specific purposes such as hiring, as well as broader statements of commitment.

Dyson Foundation

## **DIVERSITY FORM**

<http://www.dysonfoundation.org/images/documents/Diversity2008.pdf>

Spearheaded an increase in ESL courses in response to the need for more staff who could speak Spanish or other languages spoken by new immigrants; changed grant application forms to request the number of employees who spoke Spanish or another language; also influenced other community change.

The Educational Foundation of America

## **RESPONSIBLE INVESTMENTS**

<http://www.theefa.org/responsible-investments/>

One foundation's socially responsible investment policy, which seeks to avoid investing in companies that contribute to the problems they are attempting to address through grantmaking.

Edward W. Hazen Foundation

## **STRATEGIC PLAN, 2010 THROUGH 2014**

[http://www.hazenfoundation.org/media/docs/4962\\_Hazen2010to2014Plan.pdf](http://www.hazenfoundation.org/media/docs/4962_Hazen2010to2014Plan.pdf)

Contains an explicit commitment to racial justice and identifies funding strategies toward that end.

Foundation for the Mid South

## **MORE THAN WORDS**

<http://www.fndmidsouth.org/impact/institutional-learning/>

A four-part series documenting the foundation's organizational transformation to emphasize racial, social, and economic equity.

Funders for LGBTQ Issues

## **TOWARDS A MORE RESPONSIVE PHILANTHROPY: GRANTMAKING FOR RACIAL EQUITY & LGBTQ JUSTICE**

[http://www.lgbtfunders.org/files/Towards\\_Responsive\\_Philanthorpy.pdf](http://www.lgbtfunders.org/files/Towards_Responsive_Philanthorpy.pdf)

The stories of five foundations that have made an intentional commitment to engaging communities living at the intersection of race and sexuality.

The Greenlining Institute

## **SUPPLIER DIVERSITY REPORT CARD: ANOTHER GROUNDBREAKING YEAR**

<http://www.greenlining.org/resources/pdfs/SDRC2012forGIwebsite.pdf>

Focuses on supplier-diversity efforts taken on by California utilities and telecommunications companies. Offers ideas for creating report cards in this area of DEI focus.

Hispanics in Philanthropy

## **LGBT LATINOS: MOVEMENT BUILDING AT THE INTERSECTION OF LGBT RIGHTS AND RACIAL JUSTICE**

<http://www.hiponline.org/programs/more-issues/lgbt-rights>

Provides grants to build the capacity of LGBT Latino nonprofits and programs and brings together funders, community leaders, and experts to identify gaps, opportunities, and strategies for increasing philanthropic investments in LGBT Latino movement building.

Hyams Foundation

## **GRANTMAKING GUIDELINES**

<http://www.hyamsfoundation.org/Apply/HyamsGrantmakingGuidelines.aspx>

Outlines three main goals of grantmaking at the Hyams Foundation, all focused on improving outcomes in communities of color.

Hyams Foundation

## STATEMENT OF DIVERSITY PRINCIPLES

[http://www.hyamsfoundation.org/Portals/0/Uploads/Documents/Statement\\_of\\_Diversity\\_Principles.pdf](http://www.hyamsfoundation.org/Portals/0/Uploads/Documents/Statement_of_Diversity_Principles.pdf)

Explicit statement of commitment to diversity, equity, and inclusion, with grant guidelines that demonstrate an understanding of ways that inequities are produced and maintained.

Jessie Smith Noyes Foundation

## THE CHALLENGE OF DIVERSITY

[http://www.cof.org/files/Documents/Family\\_Foundations/Diversity-and-Family-Philanthropy/The-Challenge-of-Diversity.pdf](http://www.cof.org/files/Documents/Family_Foundations/Diversity-and-Family-Philanthropy/The-Challenge-of-Diversity.pdf)

Reveals how diversification of the board and staff has enriched the foundation's focus and strategies.

Jessie Smith Noyes Foundation

## INVESTMENT POLICY

<http://www.noyes.org/mission-based-investing/investment-policy>

Investment policy designed to align with philanthropic mission. Includes details about investment philosophy, spending and investment goals, investment guidelines, and exclusionary and inclusionary screens consistent with the foundation's mission and values.

Meyer Memorial Trust

## VENDOR EVALUATION CRITERIA

<http://www.mmt.org/vendor>

Vendor evaluation criteria, which include non-discrimination, contributions to advancing equity, and preference for local vendors.

The Minneapolis Foundation

## **ABOUT EQUITY AND SOCIAL CHANGE**

<http://www.minneapolisfoundation.org/CommunityGrants/Equity.aspx>

Makes an explicit commitment to equity in its grantmaking and identifies five shifts of social change (adapted from the Women's Funding Network) from which grantees must choose their strategy.

Minnesota Philanthropy Partners

## **EMPLOYMENT POLICY**

[https://www.mnpartners.org/about\\_us/job\\_openings/](https://www.mnpartners.org/about_us/job_openings/)

Offers a statement about diversity and equity in the workplace.

Mission Investors Exchange

## **MISSION INVESTING POLICIES**

[http://www.missioninvestors.org/tools/search/?solrsort=sort\\_label%20asc&f%5B0%5D=im\\_field\\_tool\\_type%3A378](http://www.missioninvestors.org/tools/search/?solrsort=sort_label%20asc&f%5B0%5D=im_field_tool_type%3A378)

Investment policy statements for family, community, and independent foundations.

Norman Foundation

## **GUIDELINES**

<http://www.normanfdn.org/index.php?page/guidelines>

Evaluation criteria within grant guidelines include furthering ethnic, gender, and other forms of equity to achieve systemic change.

North Star Fund

### **WHAT WE FUND**

<http://www.northstarfund.org/grants/what-we-fund-new.php>

Funding guidelines include making the links between different but related forms of oppression, being led by and for the communities they seek to serve, and representing traditionally marginalized or disenfranchised communities.

Verizon

### **VERIZON AWARDS \$55,000 TO NONPROFITS THAT USE TECHNOLOGY TO HELP INDIVIDUALS WITH DISABILITIES**

<http://newscenter2.verizon.com/press-releases/verizon/2010/verizon-awards-55000-to.html>

Philanthropic Initiative for Racial Equity and Applied Research Center

### **CATALYTIC CHANGE: LESSONS LEARNED FROM THE RACIAL JUSTICE GRANTMAKING ASSESSMENT**

[http://www.racialequity.org/docs/Racial\\_justice\\_assessment\\_download.pdf](http://www.racialequity.org/docs/Racial_justice_assessment_download.pdf)

Lessons learned from a pilot program of the Racial Justice Grantmaking Assessment, designed to help foundation staff and leaders understand the benefits of being explicit about racial equity, and to determine the degree to which their work is advancing racial justice.

Pride Foundation

### **RACIAL EQUITY INITIATIVE**

<http://www.pridefoundation.org/what-we-do/initiatives/racial-equity-initiative/>

Part of a national effort spearheaded by the Funders for LGBTQ Issues. Addresses the funding inequities that LGBTQ organizations that are run by and for people of color have historically faced, employing three key strategies to strengthen these organizations: build a supportive cohort, provide relevant training and skill building, and provide funding to implement what they have learned.

Pride Foundation

## **SHAREHOLDER ADVOCACY**

<http://www.pridefoundation.org/what-we-do/initiatives/shareholder-activism/>

Description of its shareholder advocacy work, which has expanded equality for 2.9 million workers by companies updating their non-discrimination policies to include sexual orientation and/or gender identity and expression.

Rockefeller Brothers Fund

## **THE RBF DIVERSITY REPORT**

[http://www.rbf.org/sites/default/files/Diversity\\_Project\\_web.pdf](http://www.rbf.org/sites/default/files/Diversity_Project_web.pdf)

Initial organizational review to assess how to implement a commitment to diversity and inclusion in organizational culture, operations and grantmaking. Concludes with next steps and a “Statement of Commitment to Diversity, Equity, and Inclusion.”

Rockefeller Brothers Fund

## **RBF DIVERSITY REPORT, 2012 UPDATE**

<http://www.rbf.org/sites/default/files/DiversityReportUpdate2012.pdf>

Based on a foundation-wide project to assess and improve diversity within its operations and grantmaking. Summarizes the progress made by working groups to collect and analyze data regarding the Fund’s human resources, operations, grantmaking, public programs, and conference activities. Also provides a brief update on board diversity.

Rockefeller Philanthropic Advisors, Council on Foundations and Forum of Regional Association of Grantmakers

## **DIVERSITY IN ACTION: STRATEGIES WITH IMPACT**

<http://www.rockpa.org/document.doc?id=22>

Six foundations are highlighted for their efforts to become more closely connected to diverse communities.



Rosenberg, V., et al.

**BUILDING THE BRIDGE FOR DIVERSITY AND INCLUSION: TESTING A REGIONAL STRATEGY** *THE FOUNDATION REVIEW*, 2010

<http://scholarworks.gvsu.edu/cgi/viewcontent.cgi?article=1100&context=tfr>

A step-by-step description, including logic model, of the Transforming Michigan Philanthropy project to advance diversity and inclusion.

Society for Human Resource Management

**DIVERSITY OUTREACH LETTER, DIVERSITY SURVEY, KEY ELEMENTS OF A DIVERSITY PROGRAM, TRANSGENDER: DISCLOSURE MEMO**

<http://www.shrm.org/TemplatesTools/Samples/HRForms/Pages/diversity.aspx> (requires membership to download)

Sample forms to be downloaded and modified to suit an organization's culture, industry, and practice.

State Bar of California

**CREATING A MODEL WORK ENVIRONMENT FOR LESBIAN, GAY, BISEXUAL, AND TRANSGENDER INDIVIDUALS**

<http://www.calbar.ca.gov/portals/0/documents/caf/Model-Work-Environment.pdf>

Includes an introductory section of basic definitions; a set of specific recommendations regarding employment policies and procedures, benefits, training, outreach, hiring and retention; and model practices or policies used by some employers in California.

Tides Foundation

**DIVERSITY AND INCLUSION PHILOSOPHY**

<http://www.tides.org/about/jobs/>

An extended statement posted under job openings about Tides' commitment to diversity and inclusion as well as how employees express those values.

W. K. Kellogg Foundation

## **CULTURES OF GIVING**

<http://www.wkkf.org/~media/f9626b5eda354eee91bb9264e5984b20/cultures%20of%20giving%20final.pdf>

Explores current shifts within the philanthropic sector and showcases best practices and successful models to promote and enhance philanthropy and giving among communities of color.

---

# GENERAL GUIDANCE

## AN ANNOTATED BIBLIOGRAPHY

---

Applied Research Center

### **BETTER TOGETHER: BRIDGING LGBT AND RACIAL JUSTICE**

<http://arc.org/bettertogether>

Report and case studies highlight racial justice groups currently engaging lesbian, gay, bisexual, and transgender (LGBT) constituencies around equity issues, and identify barriers and opportunities to greater engagement. Resources provide recommendations and models for organizations and funders to build on groundbreaking LGBT and racial justice collaborations and intersectional strategies that already exist.

Arcus Foundation

### **LGBT ACCEPTANCE AND SUPPORT: THE HISPANIC PERSPECTIVE**

[http://www.arcusfoundation.org/images/uploads/downloads/Arcus\\_Report\\_Hispanic\\_FINAL051712.pdf](http://www.arcusfoundation.org/images/uploads/downloads/Arcus_Report_Hispanic_FINAL051712.pdf)

Provides telephone survey results about the intersections of Hispanic identity, LGBT acceptance and policy support, religion, and other measures.

AskEarn

### **RESOURCES TO HELP EMPLOYERS HIRE AND RETAIN INDIVIDUALS WITH DISABILITIES**

<http://www.askearn.org/index.cfm>

Guidance for advancing diversity and inclusion with regard to people with disabilities. Focuses on recruitment and hiring, talent management, workplace access and productivity, and workplace culture.

Association of Black Foundation Executives

**FOUNDATION INVESTMENT MANAGEMENT PRACTICES: THOUGHTS ON ALPHA AND ACCESS FOR THE FIELD**

[http://www.abfe.org/FCDOCS/Inclusive\\_Foundation\\_Investment\\_2012.pdf](http://www.abfe.org/FCDOCS/Inclusive_Foundation_Investment_2012.pdf)

Results and recommendations from a roundtable focused on barriers to engaging minority investment managers.

Blueprint Research & Design

**COMMUNITIES ON THE MOVE: COMMUNITY PHILANTHROPY, IMMIGRANTS AND GIVING**

[http://www.communityphilanthropy.org/downloads/CF\\_FutureMatters\\_Fall08.pdf](http://www.communityphilanthropy.org/downloads/CF_FutureMatters_Fall08.pdf)

Describes the practices and meanings of philanthropy within immigrant communities and the various ways that community foundations can be a resource for newcomers.

Blueprint Research & Design and Monitor Group

**COMMUNITY FOUNDATIONS AND LEADERSHIP: WHAT'S RACE GOT TO DO WITH IT?**

[http://www.communityphilanthropy.org/downloads/futurematters\\_august\\_withlinks.pdf](http://www.communityphilanthropy.org/downloads/futurematters_august_withlinks.pdf)

Describes how a focus on diversity and inclusion changes organizational operations and the external actions of community foundations.

Bradshaw, P., and C. Fredett

**THE INCLUSIVE NONPROFIT BOARDROOM: LEVERAGING THE TRANSFORMATIVE POTENTIAL OF DIVERSITY** *NONPROFIT QUARTERLY, MAY 2011*

<http://nonprofitquarterly.org/governancevoice/21570-the-inclusive-nonprofit-boardroomleveraging-the-transformative-potential-of-diversity.html>

Distinguishes between functional and social inclusion of diverse board members and suggests that both are needed for transformative change.

Center for American Progress

## **THE STATE OF GAY AND TRANSGENDER COMMUNITIES OF COLOR IN 2012**

[http://www.americanprogress.org/wp-content/uploads/issues/2012/04/pdf/lgbt\\_color.pdf](http://www.americanprogress.org/wp-content/uploads/issues/2012/04/pdf/lgbt_color.pdf)

Focus on economic, educational, and health disparities, and policies that can close gaps.

Council of Michigan Foundations

## **DIVERSITY AND INCLUSION IN MICHIGAN PHILANTHROPY: VOICES OF ARAB AMERICAN DONORS**

[http://www.michiganfoundations.org/s\\_cmf/bin.asp?CID=9485&DID=58767&DOC=FILE.PDF](http://www.michiganfoundations.org/s_cmf/bin.asp?CID=9485&DID=58767&DOC=FILE.PDF)

Focuses on the organizational needs and unique aspirations, challenges, and perspectives of Arab American leaders and donors practicing philanthropy in Michigan.

Council of Michigan Foundations

## **DIVERSITY AND INCLUSION IN THE FOUNDATION BOARDROOM: VOICES OF DIVERSE TRUSTEES**

[http://www.michiganfoundations.org/s\\_cmf/bin.asp?CID=9485&DID=58769&DOC=FILE.PDF](http://www.michiganfoundations.org/s_cmf/bin.asp?CID=9485&DID=58769&DOC=FILE.PDF)

Presents the practical knowledge and experiences of diverse individuals who have served on foundation boards over the last two decades and provides questions to raise when organizations are stuck in their diversity and inclusion work.

Council on Foundations

## **TEN WAYS FOR FAMILY FOUNDATIONS TO CONSIDER DIVERSITY AND INCLUSIVE PRACTICES**

<http://www.cof.org/files/Bamboo/programsandservices/diversity/documents/10waysfamilydiversity.pdf>

Considerations for family foundations to enhance overall mission and effectiveness, even in the context of few or no staff members or with limited flexibility to change board structure and funding focus.

The Denver Foundation

### **INSIDE INCLUSIVENESS: RACE, ETHNICITY, AND NONPROFIT ORGANIZATIONS**

[http://www.nonprofitinclusiveness.org/files/Inside\\_Inclusiveness\\_Exec\\_Summ\\_1.pdf](http://www.nonprofitinclusiveness.org/files/Inside_Inclusiveness_Exec_Summ_1.pdf)

Identifies best practices and barriers to becoming an inclusive organization.

Diversity in Philanthropy Project

### **EVALUATION WITH A DIVERSITY LENS: EXPLORING ITS FUNCTIONS AND UTILITY TO INFORM PHILANTHROPIC EFFECTIVENESS**

<http://www.d5coalition.org/wp-content/uploads/2011/DPP-Evaluation-Case-Study2.pdf>

A case study that describes and encourages the continued development of “Evaluation with a Diversity Lens” as a practical approach that can inform effective grantmaking strategies and learning opportunities focused on social inequities.

Forum of Regional Associations of Grantmakers

### **RACIAL, ETHNIC, AND TRIBAL PHILANTHROPY: A SCAN OF THE LANDSCAPE**

[http://www.givingforum.org/s\\_forum/bin.asp?CID=1478&DID=6461&DOC=FILE.PDF](http://www.givingforum.org/s_forum/bin.asp?CID=1478&DID=6461&DOC=FILE.PDF)

Highlights innovative strategies, extraordinary leaders, and organizations that are creating pathways to engage the resources of and for their communities with the goal of advancing philanthropic collaboration.

Forum of Regional Associations of Grantmakers

### **RACIAL, ETHNIC & TRIBAL PHILANTHROPY KNOWLEDGE CENTER**

[http://www.givingforum.org/s\\_forum/sec.asp?CID=1478&DID=3782](http://www.givingforum.org/s_forum/sec.asp?CID=1478&DID=3782)

Information, stories, profiles, and how-to resources to set up, manage, and/or host racial, ethnic, and tribal philanthropy.

Forum of Regional Associations of Grantmakers

## **TOOLKIT FOR RACIAL, ETHNIC AND TRIBAL FUNDS AND FOUNDATIONS**

[http://www.givingforum.org/s\\_forum/bin.asp?CID=1936&DID=12623&DOC=FILE.PDF](http://www.givingforum.org/s_forum/bin.asp?CID=1936&DID=12623&DOC=FILE.PDF)

Provides key questions around foundation structure, capital, and grantmaking, suggestions for consideration, and lessons learned.

Foundation Center

## **PROCEEDINGS: DIVERSITY METRICS FORUM**

<http://www.foundationcenter.org/gainknowledge/research/pdf/diversity2010.pdf>

Experiences with diversity research and data reporting and recommendations for a standard set of diversity metrics to facilitate the systematic collection of diversity data on foundations, grantee organizations, and communities served.

Foundation Center and Diversity in Philanthropy Project

## **DEVELOPING STANDARDS FOR THE COLLECTION OF DATA ON DIVERSITY IN PHILANTHROPY**

<http://foundationcenter.org/gainknowledge/research/pdf/diversity2010.pdf>

Details the rationale for collecting diversity data and enumerates shared principles for action.

GrantCraft

## **FUNDING FOR INCLUSION: WOMEN AND GIRLS IN THE EQUATION**

<http://www.grantcraft.org/index.cfm?fuseaction=Page.ViewPage&pageId=3722>

A call for explicit gender analysis and the difference it can make in grantmaking and internal operations.

GrantCraft and Philanthropic Initiative for Racial Equity

## **GRANTMAKING WITH A RACIAL EQUITY LENS**

<http://www.grantcraft.org/?pageid=1280>

Guidance and lessons from practitioners about why and how to incorporate a racial lens into grantmaking and organizational operations. Includes sample templates.

Grantmakers Concerned with Immigrants and Refugees

## **IMMIGRANT INTEGRATION TOOLKIT**

<http://www.gcir.org/publications/toolkit>

Delineates ways in which philanthropy can support efforts to engage newcomers and their communities to partner and build a cohesive society. Materials include concrete recommendations to guide philanthropic investment in immigrant integration activities that connect directly to the missions and priorities of individual foundations, a historical perspective on immigrant integration, and profiles of more than 75 promising program and policy models that can inform work in local communities.

Leadership Learning Community

## **LEADERSHIP & RACE**

<http://leadershiplearning.org/new-publication-how-develop-and-support-leadership-contributes-racial-justice>

Practical methods and recommendations to help leadership programs prepare participants to bring a more race conscious lens to their work and empower people of color to better lead their communities. Maintains that leadership programs should make their programs more accessible for people of color, help participants understand how race limits access to opportunities, and promote collective leadership.

Leiderman, S., et al.

## **BEST PRACTICES IN DIVERSITY: ENVIRONMENTAL SCANS FOR THE ACADEMIC AND PHILANTHROPIC SECTORS** ROBERT WOOD JOHNSON FOUNDATION – MARCH 2012

A compilation of resources and practices from which the field can learn with particular attention to diversity and inclusion.



Marga for Race and Equity in Philanthropy Group

## **LESSONS-LEARNED IN ADDRESSING RACIAL EQUITY IN FOUNDATIONS – 2009**

[http://www.margainc.com/files\\_images/general/REPG\\_Lessons\\_Learned\\_May\\_09.pdf](http://www.margainc.com/files_images/general/REPG_Lessons_Learned_May_09.pdf)

Reflects on the experiences of REPG members regarding what it takes to effectively incorporate racial equity into foundation priorities and systems and how these efforts are critical to other aspects of diversity and philanthropy in general.

Mission Investors Exchange

## **TOOLS**

<https://www.missioninvestors.org/>.

For foundations interested in mission investing, both program related and mission related, the website has an extensive library of reports, guides, articles, research, case studies, stories from the field, investment policy templates, and conference and webinar archives.

Monitor Institute

## **INVESTING FOR SOCIAL AND ENVIRONMENTAL IMPACT**

[http://www.monitorinstitute.com/downloads/what-we-think/impact-investing/Impact\\_Investing.pdf](http://www.monitorinstitute.com/downloads/what-we-think/impact-investing/Impact_Investing.pdf)

Assessment of the requirements for philanthropy to move beyond “socially responsible investment” — which focuses primarily on avoiding investments in “harmful” companies or encouraging improved corporate practices related to the environment, social performance, or governance — to place capital in businesses and funds that can provide solutions on a scale that purely philanthropic interventions usually cannot.

Monitor Institute

## **REFRAMING COMMUNITY ENDOWMENT AS A TOOL FOR COMMUNITY LEADERSHIP: HOW SOCIAL INVESTING COULD CHANGE HOW COMMUNITY FOUNDATIONS THINK ABOUT THEIR FINANCIAL ASSETS**

[http://www.communityphilanthropy.org/downloads/CF\\_FutureMatters\\_Spring07.pdf](http://www.communityphilanthropy.org/downloads/CF_FutureMatters_Spring07.pdf)

Describes a spectrum of ways in which community foundations can apply their endowed capital to the pursuit of their overall mission.

Movement Advancement Project

## **RACIAL JUSTICE & INCLUSION: A PRIMER FOR LGBT MOVEMENT FUNDERS**

<http://www.lgbtmap.org/file/primer-racial-justice-inclusion%20.pdf>

Makes the case for why funders for LGBT equality should work explicitly on racial matters, describes generally recommended philanthropic approaches to racial justice and inclusion, and identifies considerations specific to LGBT movement work on racial equity and inclusion.

One Fire Development Corporation

## **CONTEXT IS EVERYTHING: REFLECTIONS ON STRENGTHENING PARTNERSHIPS BETWEEN THE PHILANTHROPIC COMMUNITY AND NATIVE AMERICANS**

<http://www.onefiredevelopment.org/index.php/2011/12/14/context-is-everything>

Provides an overview of the impediments to partnerships between Native people and foundations, offers strategies for overcoming them, and offers specific recommendations for forging stronger partnerships between the two.

Philanthropic Initiative for Racial Equity

## **MAKING PROGRESS: MOVEMENT TOWARD RACIAL JUSTICE, *CRITICAL ISSUES FORUM*, VOL. 3, JULY 2010**

<http://www.racialequity.org/docs/CIF3/CIF3finalweb.pdf>

Focused on how to evaluate grantmaking that uses a structural racism lens, various writers address how to gauge progress within the aspiration of transformational change, the need for systems thinking, possible evaluation strategies and tools, and steps some foundations are taking.

Philanthropic Initiative for Racial Equity

## **MOBILIZING COMMUNITY POWER TO ADDRESS STRUCTURAL RACISM, *CRITICAL ISSUES FORUM*, VOL. 4, SEPTEMBER 2012**

<http://www.racialequity.org/docs/CIF4FullWeb.pdf>

A critical look at the intersections and intricacies of structural racism, community organizing and civic participation.

Philanthropy Northwest

### **LESSONS FOR PHILANTHROPY: A JOURNEY INTO INDIAN COUNTRY**

[http://www.philanthropyNW.org/s\\_pnw/bin.asp?CID=19868&DID=57266&DOC=FILE.PDF](http://www.philanthropyNW.org/s_pnw/bin.asp?CID=19868&DID=57266&DOC=FILE.PDF)

Chronicles five years of work to build and strengthen relationships between organized philanthropy and Native Americans and First Alaskans in the Northwest region.

Rockefeller Philanthropy Advisors and Council on Foundations

### **DIVERSITY AND INCLUSION: LESSONS FROM THE FIELD**

<http://www.rockpa.org/document.doc?id=25>

Leaders address the relationship between diversity, inclusion, and effectiveness and describe steps they're taking to advance these practices.

Social Justice Fund, Northwest

### **SOCIAL JUSTICE FUND GRANTMAKING CASE STATEMENT**

<http://www.socialjusticefund.org/sites/default/files/SJF%20Grantmaking%20Case%20Statement.pdf>

This grantmaking case statement operationalizes its values through a progressive vision of change and prioritization of community organizing.

U.S. Office of Personnel Management

### **GUIDANCE FOR AGENCY-SPECIFIC DIVERSITY AND INCLUSION PLANS**

<http://archive.opm.gov/diversityandinclusion/reports/DIAgencySpecificStrategicPlanGuidance.pdf>

Priorities, actions, and sample practices for workforce diversity, workplace inclusion, and sustainability.

W.K. Kellogg Foundation

## **RACIAL EQUITY RESOURCE GUIDE**

[http://www.od.msue.msu.edu/uploads/files/Multiculturalism\\_Diversity/Racial\\_Equity\\_Resource\\_Guide1.pdf](http://www.od.msue.msu.edu/uploads/files/Multiculturalism_Diversity/Racial_Equity_Resource_Guide1.pdf)

Practical resources — e.g., tools, lists of practitioners, media — to assist community-based organizations engaged in the fields of racial healing, equity and inclusion, diversity and the elimination of structural racism with the intent of building a community of connected, informed and engaged practitioners.

**Policies, Practices and Programs Project Team:**

Susan Batten, *Association of Black Foundation Executives*  
Ronna Brown, *Philanthropy New York*  
Valerie Lies, *Donors Forum*  
Jeff Poulos, *Associated Grant Makers*  
Vicki Rosenberg, *Vicki Rosenberg & Associates*

**Authors:**

Paula Dressel, *JustPartners, Inc.*  
Gregory Hodge, *Khepera Consulting, for JustPartners, Inc.*

**Reviewers:**

Meredith Huffman, *Genuardi Family Foundation*  
Lori Villarosa, *Philanthropic Initiative for Racial Equity*  
Naima Wong, *Robert Wood Johnson Foundation*  
Dianne Yamashiro-Omi

The complete report and bibliography can be found at [D5coalition.org](http://D5coalition.org). You can also find examples of how philanthropic leaders are advancing DEI in the *State of the Work 2013*, also on D5's website.

D5 thanks its funders and supporters, and is grateful for the input from colleagues that reviewed and gave feedback during various phases of the analysis' production. Opinions and conclusions presented in this report reflect those of the authors and not necessarily D5's funders, supporters, and colleagues.

**D5 IS A FIVE-YEAR EFFORT TO GROW PHILANTHROPY’S DIVERSITY, EQUITY, AND INCLUSION. COMPRISING MORE THAN A DOZEN ORGANIZATIONS, WITH CONNECTIONS TO THOUSANDS OF GRANTMAKERS, THIS EXPANDING COALITION INCLUDES:**

**Asian Americans/Pacific Islanders in Philanthropy**  
**Associated Grant Makers**  
**Association of Baltimore Area Grantmakers**  
**Association of Black Foundation Executives**  
**Council of Michigan Foundations**  
**Council on Foundations**  
**Donors Forum**  
**Florida Philanthropic Network**  
**Foundation Center**  
**Funders for LGBTQ Issues**  
**The Funders’ Network**  
**Hispanics in Philanthropy**  
**Horizons Foundation**  
**Joint Affinity Groups**  
**Lake County Community Foundation**  
**Minnesota Council on Foundations**  
**National Association of Latino Funds**  
**Native Americans in Philanthropy**  
**Northern California Grantmakers**  
**Philanthropy New York**  
**Philanthropy Northwest**  
**Philanthropy Ohio**  
**San Diego Grantmakers**  
**Women’s Funding Network**

**Rockefeller Philanthropy Advisors serves as D5’s program office.**

Kelly Brown  
*Director*  
Hafizah Omar  
*Administrative Assistant*  
Meghan McVety  
Judi Powell  
*Program Coordination Consultants*

**Funders & Advisors**

Donna Stark, *Annie E. Casey Foundation*  
Robert K. Ross, *The California Endowment*  
Kathy Reich, *The David and Lucile Packard Foundation*  
*Evelyn & Walter Haas, Jr. Fund*  
Unmi Song, *Lloyd A. Fry Foundation*  
Vic De Luca, *Jessie Smith Noyes Foundation*  
Luz Vega-Marquis, *Marguerite Casey Foundation*  
Gabriella Morris, *The Prudential Foundation*  
Stephen B. Heintz, *Rockefeller Brothers Fund*  
Judith Rodin, *The Rockefeller Foundation*  
Risa Lavizzo-Mourey, *Robert Wood Johnson Foundation*  
Hugo Morales, *Rosenberg Foundation*  
Sterling K. Speirn, *W.K. Kellogg Foundation*

**D5 Leadership Team**

Paul Bachleitner, *Joint Affinity Groups*  
Maricela Espinoza-Garcia, *San Antonio Area Foundation*  
Carly Hare, *Native Americans in Philanthropy*  
Mae Hong, *Rockefeller Philanthropy Advisors*  
Lawrence McGill, *Foundation Center*  
Jeff Poulos, *Associated Grant Makers*  
Vicki Rosenberg, *Vicki Rosenberg & Associates*  
Kristopher Smith, *Funders’ Network for Smart Growth and Livable Communities*  
Sylvia Zaldivar-Sykes, *Lake County Community Foundation*  
Ericka Plater Turner, *Council on Foundations*



**D5 Coalition**  
980 N. Michigan Ave.  
Suite 1120  
Chicago, IL 60611  
312-324-0744  
[www.D5coalition.org](http://www.D5coalition.org)