



**Fund the
People Toolkit**

Equity & Inclusion
Annotated Bibliography





Annotated Bibliography

This annotated bibliography is a companion to our [Literature Review](#) on *Building an Inclusive Nonprofit Workforce*. It is part of a suite of materials in [Fund the People's Toolkit](#) on investing in equitable and inclusive talent in the nonprofit workforce. It explores ideas and practices at the intersection of the nonprofit workforce, philanthropic behavior, equity and inclusion. Rather than academic scholarship, this bibliography primarily consists of practical literature that comes from the nonprofit and philanthropic field. To keep this resource current as the field evolves, we welcome your feedback and ideas.

Adams, Tom.

[*Capturing the Power of Leadership Change: Using Executive Transition Management to Strengthen Organizational Capacity. Vol. 1 of Executive Transitions Monograph Series.*](#)

Baltimore, Md.: Annie E. Casey Foundation, 2004.

This report highlights the challenges associated with executive transitions and describes the model of executive management transition that has been used in the last decade. It also details opportunities for funders to further develop and implement strategies to better cope with executive management transitions.

Adams, Tom.

[*Founder Transitions: Creating Good Endings and New Beginnings. Vol. 3 of Executive Transitions Monograph Series.*](#)

Baltimore, Md.: Annie E. Casey Foundation, 2005.

This guide examines the unique challenges presented by the transitions of founders or long-term executives. It provides clear advice for executives and their boards in confronting the complex issues these transitions present.

Adams, Tom.

[*Stepping Up, Staying Engaged: Succession Planning and Executive Transition Management for Nonprofit Boards of Directors. Vol. 5 of Executive Transitions Monograph Series.*](#)

Baltimore, Md.: Annie E. Casey Foundation, 2006.

This publication focuses on board leaders. It provides a set of practical perspectives, tools, case studies, and resources to help board chairs, officers, and members take a proactive approach to preparing their organizations for a transition. Includes a brief discussion of diversity, equity, and inclusion in the executive transition process.

American Express NGen Fellows.

[*“Changing the Status Quo: Intentional Succession Planning Through Leadership Development.”*](#)

Washington, D.C.: Independent Sector, June 2011.

National studies and daily experience demonstrate the importance of succession planning in the nonprofit sector. Yet, the status quo persists: succession planning by accident. This report defines this problem and offers an alternative through summarized research and findings from four discussion groups of diverse professionals in the nonprofit sector. Includes rare discussion connecting DEI and talent-investment.

American Express NGen Fellows.

[*“Strategies for Talent Diversity: A Proposal for Improving the Racial and Ethnic Diversity at Nonprofit Organizations Across the Sector.”*](#)

Washington, D.C.: Independent Sector, July 2014.

In September 2013, that year's cohort of American Express NGen Fellows issued a Request for Proposals (RFP) to Independent Sector member organizations.



The purpose of the RFP was to identify a pro bono consulting project. The goal of the project was to address a pressing leadership challenge the organization faced that was also relevant to the sector at large. Identifying strategies to improve the racial and ethnic diversity of staff at Audubon and across the nonprofit sector was the challenge chosen, using National Audubon Society as a case study. This document is the primary result.

Annie E. Casey Foundation.

[*Race, Equity, and Inclusion Action Guide: Embracing Equity: 7 Steps to Advance and Embed Race Equity and Inclusion Within Your Organization.*](#)

Baltimore, Md.: Annie E. Casey Foundation, 2014.

Advancing race equity and inclusion can sometimes seem daunting and often leaves many wondering how and where to start. One way to achieve social change in an organization is to incorporate race equity and inclusion at every stage of work. The seven steps in this guide provide a clear framework for undertaking this important work. This tool adds to the resources already created by partners who have been working in the field. It works by demonstrating how the perspective of a race and equity lens can be adopted by foundations or other organizations that work directly in affecting systems change, technical assistance providers, and communities.

Bearman, Jessica, Henry A.J. Ramos, and Anna-Nanine S. Pond,

[*“Moving Diversity Up the Agenda: Lessons and Next Steps From the Diversity in Philanthropy Project.”*](#)

The Foundation Review, Vol. 2, Issue 2, Article 8, 2010.

The Diversity in Philanthropy Project (DPP) was a three-year, voluntary effort of foundation trustees, senior staff, and executives of philanthropy support organizations committed to increasing diversity and inclusive practice across organized philanthropy’s boards, staff, grant-making, contracting, and investing. DPP had significant achievements, including mobilizing foundation leaders to commit to voluntary action on diversity and enhancing both the knowledge base and data methodologies available for understanding diversity, equity, and inclusion in foundation work. The initiative also faced its share of challenges, including difficulty assessing

the impact of the diversity performance of foundations, slow adoption of recommended principles and practices, and engagement of field stakeholders. DPP’s lessons are being incorporated into an effort to create and implement a sustained diversity strategy for the field involving a broad coalition of leading philanthropy organizations and networks. That five-year initiative in diversity—called “D5 Coalition”—represents DPP’s most significant outcome.

BoardSource.

[*Diversity in Action: A BoardSource Toolkit.*](#)

Washington, D.C.: BoardSource, 2011.

Diversity, equity, and inclusion are critically important for the sustainability of nonprofit organizations and the broader nonprofit sector, but putting them into practice isn't easy. That's why BoardSource has created the Diversity in Action toolkit. The downloadable PDF contains 19 tools designed to help boards increase their diversity and adopt the inclusive policies and practices that will create the culture needed to sustain an organization's commitment to diversity. The tools focus on helping readers:

- understand why diversity and inclusion are important
- build commitment to diversity and inclusion
- recruit new members with diversity in mind
- adopt inclusive practices and behaviors in board meetings
- measure and sustain progress

Readers will find case studies, sample policies and guidelines, and an action plan to equip them for the challenging task of ensuring that board members represent diverse points of view.

BoardSource.

[*Leading With Intent: A National Index of Nonprofit Board Practices.*](#)

Washington, D.C.: BoardSource, 2015.

Published since 1994, *Leading With Intent* is the only national survey to gather information from both chief executives and board chairs on their experiences in the boardroom. *Leading With Intent* identifies trends in board composition, policies, and practices and provides a detailed view of the challenges nonprofit boards face as they conduct their work.



Branch, Renée B., ed.

Career Pathways to Philanthropic Leadership: Conversation on Diversity and Inclusive Practices.

Arlington, Va.: Council on Foundations, 2010.

Highlights discussions from an October 2009 conference to discuss factors affecting diversity, equity, and inclusion in philanthropic leadership, including the most effective ways to prepare future leaders and recommendations for the Council on Foundation's Career Pathways Pipeline Program.

Bridgestar.

"Building a Talent Pipeline."

San Francisco, Calif.: The Bridgespan Group, 2010.

Many nonprofit leaders struggle with filling open positions in their organizations because of time and budget constraints. But being thoughtful about an organization's future talent needs can help an organization develop and maintain a steady stream of people to turn to when it's time to hire. This stream, or talent pipeline, helps nonprofit leaders fill critical positions quickly, and also helps them cultivate people who will be able to step into leadership roles—even at the senior management level—successfully down the road.

Bridgestar.

"Building Leadership Capacity: Reframing the Succession Challenge."

San Francisco, Calif.: The Bridgespan Group, 2011.

Why is developing future leaders so hard? A key reason may be that the sector tends to frame the issue very narrowly as "succession planning." This term generally brings to mind the search that accompanies the departure of an executive director. That search may be frantic or it may be well planned and executed. But in any case, it is an intermittent, isolated activity. In conversations with management experts and nonprofit executives alike, one thing already has become clear: The most successful succession planning is not a periodic event triggered by an executive's departure. Instead, it is a proactive and systematic investment in building a pipeline of leaders within an organization, so that when transitions are necessary, leaders at all levels are ready to act.

Bridgestar.

"Interim Leadership: Looking Beyond the Executive Director."

San Francisco, Calif.: The Bridgespan Group, 2009.

Hiring the wrong person into a senior leadership position is one of the most damaging and costly (in every sense of the word) mistakes an organization can make. At the same time, few nonprofits have the executive bench strength to function well with a key position vacant. Factor in the length of time that's often required to find the right person, and it's easy to see why the temptation to settle for someone who's "almost right" can be so strong. In recent years, some nonprofit organizations have started using interim executive directors as a way of avoiding this pitfall, and there is a growing body of knowledge and resources around this practice. However, there is still very little information on the use of interim personnel in other leadership positions. In this light, the authors look at the experience of one organization in this area.

Bridgestar.

"Recruiting Diverse Talent."

San Francisco, Calif.: The Bridgespan Group, 2009.

Piece quoting sector leaders on challenges to and recommendations for recruiting a diverse nonprofit workforce.

Bush, Linda.

Building LGBT Nonprofit Leadership Talent: Thoughts and Suggestions for LGBT Organizations and Funders.

Denver, Colo.: LGBT Movement Advancement Project, November 2009.

Based on 18 months of research, *Building LGBT Nonprofit Leadership Talent* published by the Movement Advancement Project (MAP) examines why intentional and consistent action to support, nurture and strengthen leadership talent should become an ingrained part of how lesbian, gay, bisexual and transgender (LGBT) movement organizations conduct their day-to-day work. The report also offers practical recommendations for prioritizing the development of LGBT leadership.



The report also includes a series of appendices, including a list of leadership development programs currently serving LGBT nonprofits, a leadership snapshot assessment tool, a list of recommended open-enrollment leadership development programs, and more.

Chandler, Arnold, Lisa Quay, and Tia Elena Martinez.

[*Philanthropic Paths: An Exploratory Study of the Career Pathways of Professionals of Color in Philanthropy.*](#)

Chicago, Ill.: D5 Coalition and Forward Change, 2014.

This study, commissioned by the D5 Coalition, provides a nuanced picture of the career experiences of 43 philanthropic professionals of color, ranging from program officers to CEOs working in an array of foundations. Through an exploration of the perceptions, analyses, and career histories of these individuals working in the philanthropic sector, this study aims to advance the field's understanding of potentially common points of entry and career pathways among professionals of color in philanthropy, as well as the factors that helped shape those pathways.

Chao, Jessica, Julia Parshall, Desirée Amador, Meghna Shah, and Armando Yañez.

[*Philanthropy in a Changing Society: Achieving Effectiveness Through Diversity.*](#)

New York: Rockefeller Philanthropy Advisors, April 2008.

Analyzes diversity programs funded by foundations since the early 1990s, both in personnel and giving, with a focus on racial and ethnic diversity. Includes a review of progress within foundations, a summary of programs and tools, and recommendations.

Cornelius, Marla, Patrick Corvington, and Albert Ruesga.

[*Ready to Lead? Next Generation Leaders Speak Out.*](#)

San Francisco: CompassPoint Nonprofit Services, The Annie E. Casey Foundation, the Meyer Foundation, and Idealist.org, 2008.

A skilled, committed, and diverse pool of next-generation leaders would like to be nonprofit executive directors in the future, according to a national survey of nearly 6,000 next-generation leaders. However,

the survey also finds that there are significant barriers which may prevent many younger nonprofit staff from becoming executives: work-life balance, insufficient lifelong earning potential, lack of mentorship and overwhelming fundraising responsibilities.

Cornelius, Marla, Rick Moyers, and Jeanne Bell.

[*Daring to Lead 2011: A National Study of Nonprofit Leadership.*](#)

San Francisco: CompassPoint Nonprofit Services and the Meyer Foundation, June 2011.

From the authors: “Our third *Daring to Lead* report in ten years comes at an extraordinary time to be the executive director of a nonprofit organization. Since our last report in 2006, powerful forces have influenced the requirements of—and the possibilities for—embodying the role well. Executives are daring to lead through a deep recession that resulted for many in fewer resources and increased demand for services, yet executives leading critical social change efforts are experiencing greater opportunity and organizational growth. And we know more about how the sector is experiencing the generational handoff, about what works in developing future leaders, and about which executive and governance practices are most associated with sustainable organizations. This report is organized around three key findings and concludes with corresponding calls to action.”

Corvington, Patrick A. and Frances Kunreuther.

[*Next Shift: Beyond the Nonprofit Leadership Crisis.*](#)

Baltimore, Md.: Annie E. Casey Foundation, 2007.

This is the second monograph in a series on generational shifts in the nonprofit sector. In this monograph, the authors counter a variety of proposed interventions from infrastructure organizations and present an alternate to the current crisis framework of a deficit of leaders in the nonprofit sector. The authors posit that by applying a crisis framework to the transitional trends in the nonprofit sector, leadership ignores the rich opportunities that lie ahead by more fully engaging people already working in the nonprofit sector. The authors make suggestions as to how the nonprofit sector can embrace this time of change and bring about positive outcomes.



David, Tom and Kathleen Enright.

[*The Sources of Foundation Culture.*](#)

Washington, D.C.: Grantmakers for Effective Organizations, October 8, 2015.

This publication begins an exploration into the set of influences shaped by grantmakers, founders, and leaders that affect organizations' internal cultures. Funders can use this document to support conversations among board and staff to articulate and understand the origins of organizational assumptions, examine beliefs and behaviors, and identify aspects of culture that drive or impede effective work. Many foundations' internal cultures have corporate, banking, or academic "source codes" — a set of influences shaped by the organizations' founders and leaders. Foundations have an extraordinary opportunity to rethink and reinvent outdated aspects of their cultures while building on long-standing strengths. While not explicitly about either DEI or talent-investment, understanding source codes is critical to addressing these issues in the field.

Ditkoff, Susan Wolf and Libbie Landles-Cobb.

[*Leadership Pipelines Initiative: Cultivating the Next Generation of Leaders for Jewish Nonprofits.*](#)

San Francisco, Calif.: The Bridgespan Group, March 2014.

Like the general nonprofit sector in the United States, the vast majority of Jewish nonprofits must find new executive leadership in the next several years. Finding the right leaders to move immediately into these openings is already proving difficult. To better understand why, a group of Jewish funders hired The Bridgespan Group to gather input from across the field and to help develop an action plan to address the most critical challenges facing Jewish leadership pipelines.

Two themes emerged about why the field's more traditional institutions are struggling to find the leaders they need: First, the field of Jewish nonprofits is not sufficiently developing and advancing the leaders it has. Second, many Jewish organizations don't have the value proposition to attract and retain the leaders they need.

Dressel, Paula and Gregory Hodge.

[*Analysis of Policies, Practices, and Programs for Advancing Diversity, Equity, and Inclusion.*](#)

Chicago, Ill.: D5 Coalition, November 2013.

To support leaders in their efforts to take meaningful action to address diversity, equity, and inclusion (DEI) in their organizations, D5 commissioned JustPartners, Inc. to identify the most effective policies, practices, and programs for reaching this goal. The *Analysis of Policies, Practices, and Programs for Advancing Diversity, Equity, and Inclusion* is a useful tool for foundation staff, leadership and other members of the philanthropy community who want to take action to advance DEI. It provides a comprehensive scan of existing written and web-based resources from philanthropy and the more general fields of organizational effectiveness and social justice in order to identify existing policies, practices, and tools that can inform and guide philanthropic action.

Dubose, Derwin.

[*"The Nonprofit Sector Has a Ferguson Problem."*](#)

Nonprofit Quarterly, December 5, 2014.

Lacking substantive input on how nonprofits should serve them, people of color are relegated to being mere recipients of philanthropy rather than becoming active partners in their communities' success. The nonprofit sector has a moral and programmatic imperative to keep pace with the nation's growing diversity, and Ferguson presents a catalytic moment to make real change.

Eagly, Alice H. and Linda L. Carli.

[*"Women and the Labyrinth of Leadership."*](#)

Harvard Business Review, September 2007.

When you put all the pieces together, a new picture emerges for why women don't make it into the C-suite. It's not the glass ceiling, but the sum of many obstacles along the way. Labyrinths represent a complex journey toward a goal worth striving for. Passage through a labyrinth requires persistence, awareness of one's progress, and a careful analysis of the puzzles that lie ahead. For women who aspire to top leadership, routes are full of twists and turns, both unexpected and expected. Because all labyrinths have a viable route to the center, it



is understood that goals are attainable. If we can understand the various barriers that make up this labyrinth, and how some women find their way around them, we can work more effectively to improve the situation.

Eder-Van Hook, Jackie.

“Interim Executive Management: Seven Benefits to Consider.”
San Francisco, Calif.: The Bridgespan Group,
January 2015.

A nonprofit organization that loses a top leader (e.g., chief staff officer, CEO, executive director, executive vice president) faces an anxiety-producing situation. But losing an executive without a succession plan in place can be particularly agonizing. In such a situation, a nonprofit’s board may feel forced to begin an immediate search for a new executive without reflecting on how it might best fill the short-term gap, and allow time to consider the organization’s longer-term future. To help bridge these gaps and create the necessary pause, organizations increasingly are engaging professional transition consultants as interim executives. These consultants offer nonprofits a viable alternative to entering recruitment mode immediately or to appointing a staff or board member simply to “hold down the fort.”

Enright, Kathleen P.

[*Investing in Leadership: Volume 2: Inspiration and Ideas from Philanthropy’s Latest Frontier.*](#)
Washington, D.C.: Grantmakers for Effective Organizations, February 2006.
From the authors: “In Volume 1 of GEO’s *Investing in Leadership* series, we reviewed the current thinking on leadership development and its connection to nonprofit results. In this volume, we shift the focus to the current state of practice among grantmakers. More specifically, we try to make a connection between the conceptual framework and theory described in the first volume and what people are doing on the ground. Our approach is to present concrete examples of grantmakers’ investments in leadership development and to draw out promising practices and lessons learned. This volume is intended for donors, staff members, and leaders of grantmaking organizations and giving programs who are thinking about how best to support the nonprofit sector’s most precious asset: its people. Our focus,

however, is not only on the individuals who are taking part in leadership development activities. In fact, we are more interested in the impact of leadership development on their organizations and, more broadly, the results those organizations achieve. The question is how leadership development can be thought about, designed and structured to produce beneficial outcomes for organizations, as well as the clients and causes they serve.”

Fernandez, Amanda.

[*“Diversity and Community Engagement: Essential to Nonprofit Impact.”*](#)
San Francisco, Calif.: The Bridgespan Group,
October 22, 2014.

Blog post discussing how Teach for America has learned important lessons about how it doesn’t invest enough in being part of the communities it serves or in figuring out ways to reflect these communities in their ranks. In the early part of TFA’s 25-year existence, its teachers were perceived as a predominately white and affluent corps serving two years in low-income black or Latino communities. In 2014, TFA had its most diverse group of teachers ever entering high-need classrooms across the nation. Fifty percent of its teaching corps identified as people of color, compared with less than 20 percent of all teachers nationwide. TFA also realizes that the ways in which it engages with communities must change as well.

Forbes, Miecha.

[*“Becoming a More Diverse Nonprofit: Making Your Values Tangible.”*](#)
San Francisco, Calif.: The Bridgespan Group,
June 17, 2015.

Building a diverse organization requires more than just adding “diversity” to the list of strategic goals and making a few key hires. To really transform a nonprofit into one where diversity of thought, experience, race, ethnicity, socioeconomic background, physical abilities, and work style is woven into the fabric of the culture, it needs to begin by defining diversity as an organizational value and creating an environment in which all employees can truly live into that value.



The Greenlining Institute.

[*Investing in a Diverse Democracy:*](#)

[*Foundation Giving to Minority-Led Nonprofits.*](#)

Berkeley, Calif.: The Greenlining Institute, 2007.

This study yielded a complex set of findings. Overall, investment in minority-led nonprofits remains startlingly low. For example, when a single outlier grant is removed from the grantmaking of the nation's largest independent foundations, a mere 3.6% of dollars are granted to minority-led nonprofit organizations. Individual foundations vary widely in their investments in minority-led organizations. Some have emerged as leaders in this field; others invest practically nothing in minority-led organizations. The study examined three samples: national private (often referred to as "independent") foundations, California private (or "independent") foundations, and California community foundations. In all three samples, the study examined data from foundation giving in 2004.

Halpern, R. Patrick.

[*Workforce Issues in the Nonprofit Sector:*](#)

[*Generational Leadership Change and Diversity.*](#)

Kansas City, Mo.: American Humanics, May 2006.

Includes a bibliography on nonprofit sector workforce issues, a selected annotated bibliography, and a summary of the author's research. The topically organized bibliography covers research on workforce issues facing the nonprofit sector today, including workforce diversity and inclusiveness, workforce pipeline, leadership development, volunteer management and fundraising professionals, subsector workforce trends and needs, nonprofit sector careers, and general trends in the U.S. workforce.

Hayes, Julie.

[*"Is the Nonprofit Sector Doing Enough for Diversity?"*](#)

Diversity Journal, November 9, 2012.

Many employees and supporters of nonprofit organizations are expressing concern that the sector is not keeping up with the greater need for a diverse workforce and is failing to translate the importance of diversity, equity, and inclusion into decisive action. With diversity and inclusion figures this low, the nonprofit sector is

challenged with uncovering the source of the problem, as well as finding which steps to take to make organizations' diversity and inclusion goals a reality.

Hewlett, Sylvia Ann.

[*"Don't Dismiss Your Gen X Talent."*](#)

Harvard Business Review, February 16, 2012.

Although Gen X has been overshadowed by the demographic behemoths bracketing them, no company can afford to ignore them. Until recently, economic constraints have kept them in their current jobs. But as the recession loosens its grip, well-qualified X'ers will soon have many suitors vying for their abilities and ambitions. Smart organizations will seek to understand what motivates them in order to sustain, retain, realize, and maximize their potential.

Hewlett, Sylvia Ann, Melinda Marshall, and Laura Sherbin.

[*"Looking for Innovation in All the Wrong Places."*](#)

Stanford Social Innovation Review, September 12, 2013.

Thought piece distinguishing "inherent" and "acquired" diversity and connecting acquired diversity to innovation. While focused primarily on the for-profit workforce, its analysis is quite relevant to DEI in the nonprofit sector.

Hubbard, Betsy.

[*Investing in Leadership: Volume 1:*](#)

[*A Grantmaker's Framework for Understanding Nonprofit Leadership Development.*](#)

Washington, D.C.: Grantmakers for Effective Organizations, June 2005.

Given the vast literature on leadership development and the challenges of translating research and theory into practice, this publication explores a sampling of the leadership development literature. It is designed as a first step to help inform grantmakers by highlighting: 1) the importance of leadership in the nonprofit sector, 2) dominant theories within leadership research, 3) different approaches to developing leadership and investing in nonprofit capacity, 4) the link between leadership development and organizational performance, and 5) steps to advance the field of nonprofit leadership development.



Jagpal, Niki and Ryan Schlegel.

[*Cultivating Nonprofit Leadership: A \(Missed?\) Philanthropic Opportunity.*](#)

Washington, D.C.: National Committee for Responsive Philanthropy, March 2015.

From 2003 to 2012, the country's top foundations dedicated only 0.8 percent of total grants to nonprofit leadership development. And yet, as shown by recent historic progress on immigration, criminal justice and in other social justice movements, we need leaders who are strong, skilled and connected to successfully realize positive, social change. What kind of leadership development do social change-makers need to be successful? How can foundations measure the impact of leadership development? What are the most common barriers to funding such programs and how can we overcome these challenges? What can we learn from foundations that are already supporting transformational leadership development, and from the recipients of such support? This report answers these questions and offers recommendations to foundations that wish to invest in the current and future leaders of social justice movements:

Jung, Soya with Maggie Potapchuk, Riku Sen, and Lori Villarosa.

[*Catalytic Change: Lessons Learned from the Racial Justice Grantmaking Assessment.*](#)

Washington, D.C. and Oakland, Calif.: Philanthropic Initiative for Racial Equity and Applied Research Center, May 2009.

This report shares lessons learned from piloting a Racial Justice Grantmaking Assessment developed by the Applied Research Center (ARC) and the Philanthropic Initiative for Racial Equity (PRE) with the Consumer Health Foundation, and the Barr Foundation.

JustPartners, Inc. and Annie E. Casey Foundation.

[*Advancing the Mission: Tools for Equity, Diversity, and Inclusion.*](#)

Baltimore, Md.: Annie E. Casey Foundation, 2009.

Workplace racial inequity exists. When racial diversity, equity, and inclusion are understood as mission-relevant to an organization, strategies for achieving these take precedence and permeate the culture. This toolkit

condenses 15 years of the Annie E. Casey Foundation's employee work "hard-wiring" diversity, equity, and inclusion as part of the cultural norm from management to staff to grantees to vendors. This toolkit addresses nonprofit internal operations, following up on the Foundation's 2006 *Race Matters* toolkit and related resources.

Keleher, Terry, et al.

[*Leadership and Race: How to Develop and Support Leadership that Contributes to Social Justice.*](#)

Oakland, Calif.: Leadership Learning Community, July 2010.

Leadership programs can help solve racial inequalities in access to education, healthcare, income, and wealth, but many approaches to leadership development actually maintain and promote racial inequalities. The report suggests that a large number of leadership programs associate leadership with equal opportunity and individualism. This thinking does not recognize that current systems (i.e., policy, culture, and institutional practices) can cause racial identity to limit one's access to life opportunities. It also focuses too narrowly on changing the behavior of individual leaders. The report shares an approach that will help participants work together to tackle the systems that maintain racial inequalities.

Kelly, W. Sean and Christie Smith.

[*What If the Road to Inclusion Were Really an Intersection?*](#)

Westlake, Tex.: Deloitte University Leadership Center for Inclusion and Deloitte University Press, December 11, 2014.

Argues that while traditional diversity, equity, and inclusion frameworks have helped bring more diverse talent into organizations, what got organizations here will not get them where they want to be. An intersectional approach that reaches all facets of corporate life is often more fruitful; conclusions certainly apply to DEI in the nonprofit sector.

Kennedy, Sean.

[*Towards a More Responsive Philanthropy: Grantmaking for Racial Equity and LGBTQ Justice.*](#)

New York: Funders for LGBTQ Issues, 2012.



In 2007, Funders for LGBTQ Issues launched its LGBTQ Racial Equity Campaign, a multi-year initiative to increase grantmaking to and strengthen lesbian, gay, bisexual, transgender, and queer (LGBTQ) people of color (POC) organizations and communities. Funders for LGBTQ Issues sought to forge a conversation among funders about the critical intersection of racial equity and LGBTQ justice and how institutional structures and grantmaking practices impact the resources available to diverse communities. This report marks another step to advance work at the intersection of racial equity and LGBTQ justice by offering the stories of five foundations that have made an intentional commitment to do this work with their grantees. It presents their innovative efforts in hopes that they'll encourage others who are engaging in or considering similar efforts.

Kunreuther, Frances.

[*Up Next: Generation Change and Leadership of Nonprofit Organizations. Vol. 4 of Executive Transitions Monograph Series.*](#)

Baltimore, Md.: Annie E. Casey Foundation, 2005.

Research indicates that leadership transitions from Baby Boomers to Generation X and Generation Y will become more common within the nonprofit sector. This report delivers a series of recommendations on how a variety of stakeholders can improve the hand off from this generation of leaders to the next.

Landles-Cobb, Libbie, Kirk Kramer, and Katie Smith Milway.

[*"The Nonprofit Leadership Development Deficit."*](#)

Stanford Social Innovation Review, October 22, 2015.

SSIR's new article highlights the results from their survey of 438 nonprofit C-suite executives on how well their organizations are finding, developing, and retaining the high-quality leaders they need for the future.

In survey after survey, succession planning is identified as the number one organizational concern of America's nonprofits. This data should be a significant wakeup call to nonprofit leaders, board members, and funders, and the article outlines key steps all three groups can take to help nonprofit organizations solve their succession problem and slow a turnover treadmill that is draining talent.

Le, Vu.

[*"Waiting for Unicorns: The Supply and Demand of Diversity and Inclusion."*](#)

Nonprofit With Balls, March 2, 2015.

Blog post that discusses the failure of well-intentioned diversity initiatives and calls instead for investments to expand the supply of nonprofit leaders of color.

Lehman, Ann.

[*"Need for Diversity at Nonprofits is More Vital After Garner and Brown Cases."*](#)

The Chronicle of Philanthropy, December 19, 2014.

Today we can learn much about diversity from a place that nonprofits probably wouldn't think to turn: the business world. Studies of for-profit companies done by Catalyst, Credit Suisse, Center for Talent Innovation, and McKinsey demonstrate that diversity in the for-profit world can increase financial performance, boost an organization's reputation, help attract talent, and promote stability and innovation. Many people believe the same is true in the nonprofit world. Greater diversity helps expand the pool of donors willing to support charities, improves the quality of strategic thinking at organizations, and makes them more responsive to the needs of clients and better able to attract the most talented workers.

[*LGBT Career Survey Report: Understanding Attitudes Toward and Experiences of Working in the LGBT Movement.*](#)

Denver, Colo.: LGBT Movement Advancement Project, November 2008.

What are people's attitudes toward and experiences working in LGBT nonprofit organizations? The *LGBT Career Survey Report* examines findings from a 2008 survey of nearly 2,000 individuals. The goal of the survey: to promote better understanding of what people who work in the LGBT movement think about their organizations' hiring and employment practices. Topics assessed include organizations' ability to attract top job candidates, develop and promote from within, retain talented staff, and discipline or move out poor performers. The *LGBT Career Survey Report* presents the findings of the first known survey seeking to understand how people who work for the LGBT movement think about their



work, employers, careers and professional development. In fielding the survey, MAP sought to understand LGBT people's attitudes towards working in LGBT nonprofit organizations; to get a better sense of the actual experience of working in an LGBT nonprofit from those who currently or formerly worked in the movement; and to take an initial step toward understanding what the movement needs to do to better attract, retain and develop a high-performing workforce.

Linnell, Deborah.

[*"Boards and Leadership Hires: How to Get It Right."*](#)

Nonprofit Quarterly, Spring 2008.

How a board handles a leadership transition can have powerful and long-lasting effects. This article discusses how the board's handling of this pivotal moment can result in long-lasting problems and what the board can do to get it right.

LM Strategies.

[*The Exit Interview: Perceptions on Why Black Professionals Leave Grantmaking Institutions.*](#)

New York: Association of Black Foundation Executives, May 2014.

Most would agree that in recent years, the field of philanthropy has begun to take seriously the need to increase diversity within its sector, and particularly among its leadership. In most major foundations today, it is now commonplace to require diversity of staff and leadership both within their own organizations and externally among their grantees. Yet, emerging data suggest that the experiences of many Black professionals in grantmaking institutions may challenge the current thinking on the field's increasing commitment to diversity. *The Exit Interview* suggests that we have to pay as much attention to the retention of professionals of color as we do to leadership pipelines and development programs for these groups. Strategies change the culture of philanthropy and provide diverse leaders with the "armor" they need to survive in foundation environments.

Mitchell, Alexandra and Jeffrey Pryor.

[*"Help Wanted: Millennials Need Apply."*](#)

San Francisco, Calif.: The Bridgespan Group, May 20, 2015.

Members of the Millennial Generation have eclipsed Baby Boomers in terms of size and job market saturation. This salient demographic shift is no longer hypothetical. Millennials are quickly becoming an important talent pool for the nonprofit sector. Yet, attracting and retaining young talent today looks different from how it looked during the Boomer generation. Millennials desire greater flexibility, a sense of purpose, and hope for meaningful impact in their work. To secure and retain this talent, the nonprofit sector needs to change how it attracts and develops its employees. This report briefly addresses DEI and anticipates but does not directly link it? to talent-investment or pipelines.

Mizrahi, Jennifer Laszlo.

[*"Celebrating ADA:*](#)

It's Time to Add a Disability Lens to Our Philanthropy."

D5 Coalition, June 18, 2015.

Marking the 25th anniversary of the ADA, the blog post calls for funders to embrace disability mainstreaming, in their grantmaking and in their own operations.

NYU Wagner, Research Center for Leadership in Action.

[*Leadership, Diversity, and Inclusion:*](#)

Insights from Scholarship.

New York: NYU Wagner, Research Center for Leadership in Action, April 2011.

In a report released in partnership with National Urban Fellows, scholars from NYU Wagner's Research Center for Leadership in Action examine recent research on leadership and diversity, with a focus on public service. They find that scholars are linking diversity with adaptability. They also argue that learning how to build organizations that effectively leverage racial diversity can foster the leadership capacity to adapt to other kinds of diversity and thrive in an increasingly complex environment. The report offers implications for leadership at the individual and organizational levels as well as for diversity management programs. It was released in conjunction with the launch of the National Urban Fellows' Public Service Leadership Diversity Initiative, a nationwide campaign to move leaders of color from positions of influence to positions of power in public service.



Philanthropy Northwest.

[Vision and Voice: The Role of Leadership and Dialogue in Advancing Diversity, Equity, and Inclusion.](#)

Seattle, Wash.: Philanthropy Northwest, April 2014.

From the authors: “Despite a field replete with research, analysis, recommended policies and practices—not to mention an abundance of educational programs and frameworks for grantmaking to diverse communities—philanthropic leaders have been slow to advance these values in their foundations. We wondered: what is getting in the way? Why are good intentions, buttressed with theory and practical advice, not achieving better results on measures of diversity, equity and inclusion? We wanted to explore more deeply. With the support of the D5 Coalition, we began a year-long study to explore these questions. Our study was divided into two parts. We began with personal interviews of 23 philanthropic leaders in the Pacific Northwest. In order to better understand how these organizations incorporated diversity, equity, and inclusion into their work and workplaces, we collected baseline information about their staff composition, leadership styles, and organizational practices/policies. This report details our findings. It includes an in-depth look at the peer cohort model we developed, in which ten foundation leaders met regularly to discuss these issues and support each other in advancing their own leadership. It also includes practical lessons about shifting organizational cultures towards greater diversity, equity and inclusion — lessons drawn directly from the experiences of our peer cohort leaders.”

Putnam Community Investment Consulting, Inc.

[Generating Change: Investing in a New Era of Nonprofit Talent and Leadership.](#)

New York: Emerging Practitioners in Philanthropy, April 26, 2012.

This paper provides a fresh, solutions-focused framework to help funders address the pressing issue of nonprofit leadership development in ways that are flexible and appropriate across the diversity of the foundation field. It is part of the *Generating Change Nonprofit Talent and Leadership Development Toolkit*.

Quiroz-Martinez, Julie, Lori Villarosa, and Anne Mackinnon.

[Grantmaking with a Racial Equity Lens.](#)

New York: GrantCraft with the Philanthropic Initiative for Racial Equity, 2007.

A focus on racial equity can increase a foundation’s effectiveness at every stage of the grantmaking process. Blending experience and candid advice from grantmakers, this guide explores how a racial equity lens can help scan the field or the community served, cultivate new leaders, encourage creative approaches, get people talking, and nourish change inside one’s own foundation.

Reinelt, Claire and Grady McGonagil.

[“Leadership Development Investment Framework.”](#)

Oakland, Calif.: Leadership Learning Community, November 23, 2009.

From the authors: “The Leadership Development Investment Framework is a tool developed to assist funders, program staff, and evaluators clarify the purposes of leadership development and capacity-building supports. The tool was useful in assisting the United Way and other leadership funders in Canada to become more intentional about their investments, where there are gaps, and how they might work together to maximize the impact of their resources.

Since most foundations seek to develop a range of leadership capacities across multiple channels, choosing the right approach and combining the right strategy is a process of experimentation and learning. To make the framework more useful, we have added examples of a variety of programs and illustrated how they invest in leadership development. This framework provides a comprehensive view of 25 potential leadership development opportunities organized in a 5 x 5 matrix. The matrix enables stakeholders to identify patterns in their current investment strategies; engage in deeper dialogue about the purpose of investing in leadership; and become more intentional about the directions in which they want to invest moving forward. New and aspiring funders can adapt strategies and lessons learned from seasoned funders for a successful approach in their own context.”



Richard, Orlando C.

“Racial Diversity, Business Strategy, and Firm Performance: A Resource-Based View.”
The Academy of Management Journal, Vol. 43, no. 2
(April 2000), pp. 164-177.

Although "valuing diversity" has become a watch-word, field research on the impact of a culturally diverse workforce on organizational performance has not been forthcoming. Invoking a resource-based framework in this study, the author examines the relationships among cultural, racial, diversity, business strategy, and firm performance in the banking industry. Racial diversity interacted with business strategy in determining firm performance measured in three different ways: as productivity, return on equity, and market performance. The results demonstrate that cultural diversity does in fact add value and, within the proper context, contributes to a firm's competitive advantage.

**Rockefeller Philanthropy Advisors
and Council on Foundations, eds.**

[Diversity & Inclusion: Lessons from the Field.](#)
New York: Rockefeller Philanthropy Advisors,
December 2008.

This publication is the second in a series on diversity and inclusion by Rockefeller Philanthropic Advisors and the Council on Foundations. It features the stories, successes, and experiences of CEOs and trustees of some of the nation's leading foundations and corporate grantmaking programs. Through sharing unique perspectives, struggles and strategies to overcome challenges, they provide insight into how and to what effect diversity and inclusive practices have been embedded within their organizations.

**Rockefeller Philanthropy Advisors
and Council on Foundations, eds.**

[Diversity in Action: Strategies with Impact.](#)
New York: Rockefeller Philanthropy Advisors,
July 29, 2009.

Compiles essays by foundation executives and trustees on the impact of diversity and inclusiveness efforts, strategies, and lessons learned. Offers perspectives on community outreach and leadership training, board

development, staffing, and grantmaking. The essay, "A Durable Commitment to Leadership: The San Francisco Foundation," by Sandra R. Hernández and Kurt C. Organista, directly addresses investment in diverse talent and leadership.

Russell, Elizabeth and Kris Putnam-Walkerly.

[Creating New Leaders of Color for the Social Sector: A Case Study of the Annie E. Casey Foundation's Investment in Leadership Management for Tomorrow and New York University's Wagner School of Public Service and Stern School of Business.](#)

Baltimore, Md.: Annie E. Casey Foundation,
February 26, 2013.

This case study profiles the Annie E. Casey Foundation's support of efforts to create a broader pipeline of up-and-coming leaders of color for the social sector, in cooperation with Management Leadership for Tomorrow (MLT) and New York University's Wagner School of Public Service and Stern School of Business. The document explores how MLT expanded its successful corporate leadership development model and combined it with the graduate school's joint MBA/MPA dual-degree program to create new opportunities for leaders of color.

Ryan, William.

[Grantmaking with a Gender Lens.](#)
New York: GrantCraft, 2004.

In this guide, grantmakers and grantees describe the experience of using a "gender lens" in their work. They explain what gender analysis is and isn't—and why it can help shape more effective programs and organizations. The guide also takes a closer look at how gender analysis has led to new thinking in fields as diverse as public health, international development, juvenile justice, and youth services. And it offers additional insights and special advice on issues ranging from "What about Men and Boys" to "Uncovering Gender Assumptions."

**The Saint Paul Foundation and
Minnesota Community Foundation.**

[“Facing Race: A Renewed Commitment to Racial Equity.”](#)
St. Paul, Minn.: The Saint Paul Foundation
and Minnesota Community Foundation,
October 2013.



This is the racial equity framework adopted in October 2013 by the board and staff of The Saint Paul Foundation and the Minnesota Community Foundation. The framework declares a commitment to racial equity in each of the five identified roles that a community foundation plays in its own community: funders, fundraisers, economic entities, community participants, and employers. The board and staff recognize the importance of their leadership roles in achieving progress toward racial equity; the commitment will be judged in great part by the authenticity of this leadership. The commitment to racial equity will have the desired impact when leadership embraces the racial equity framework, both internally and externally, and welcomes the responsibility and accountability of promoting racial equity as an essential element of its mission.

The Saint Paul Foundation and Minnesota Community Foundation.

[“Racial Equity Hiring Guidelines.”](#)

St. Paul, Minn.: The Saint Paul Foundation and Minnesota Community Foundation, 2013.

As part of their racial equity framework, The Saint Paul Foundation and Minnesota Community Foundation commit to employing a racially diverse workforce. From the composition of their board to their staff to their grantmaking, the foundations will invest in efforts that attract, retain, and grow racially diverse talent—for their organizations and across Minnesota. A racially diverse workforce prepares the foundations for new and changing cultural contexts. Decisions made in the hiring process will have a long-term impact on the racial and gender composition of the foundations, and they will further the commitment to modeling internal and external leadership in addressing racial disparities. These hiring guidelines inform that commitment.

Schwartz, Robert, James Weinberg, Dana Hagenbuch, and Allison Scott.

[The Voice of Nonprofit Talent: Perceptions of Diversity in the Workplace.](#)

Boston, Mass.: CommonGood Careers, 2011.

Most nonprofit professionals believe that while the nonprofit sector values racial and ethnic diversity, few organizations are doing enough to attract and retain talent

of color, a report from CommonGood Careers and the Level Playing Field Institute finds. Based on interviews, the report finds that the lack of actionable practices in hiring, professional development, and leadership selection, as well as the absence of diversity among senior management, creates obstacles to recruiting and retaining diverse talent. The report also suggests that while job candidates and current employees evaluate an organization's commitment to diversity by its actual, rather than theoretical, diversity, nonprofits need to break this "negative cycle of inaction" through open dialog, effective communication, partnerships, and networks that facilitate equitable and inclusive hiring practices.

Smith, Christie and Stephanie Turner.

[The Radical Transformation of Diversity and Inclusion: The Millennial Influence.](#)

Deloitte Development LLC, May 11, 2015.

Millennials are unique in viewing cognitive diversity as essential for an inclusive culture that supports engagement, empowerment, and authenticity—and they're rejecting the current programs and frameworks organizations are using today to foster inclusiveness. Instead, Millennials value inclusion as a critical tool that enables business competitiveness and growth. As Millennials flood leadership ranks, their perspectives will demand a shift in traditional diversity, equity, and inclusion models.

Stahl, Rusty Morgen.

[“Talent Philanthropy: Investing in Nonprofit People to Advance Nonprofit Performance.”](#)

Foundation Review, Vol. 5, no. 3 (2013), pp. 35-49.

This article argues that people are the primary asset that drives performance in the social sector, but that despite their importance, they are under-supported. Funders could make major strides in their own effectiveness and in the performance of their grantees by explicitly investing in grantee talent and talent-support systems. Such support could build a critical mass of diverse leadership in society and dramatically improve the ability of the social sector to advance social change. The first part of this article reframes the talent challenge facing the nonprofit sector, highlighting urgent issues



and chronic structural flaws. The second part proposes the talent philanthropy framework as a means to address this challenge.

“Talent Leadership and Development: Recruitment, Retention and Advancement of People of Color in the Nonprofit Sector.”
Baltimore, Md.: Annie E. Casey Foundation and Community Wealth Partners, November 10, 2014.

Data-driven presentation on the recruitment, retention, and advancement of people of color in the nonprofit sector. Topics covered include the current representation and future opportunities for people of color in the social sector in various staff and board roles, four points of loss for people of color (attraction and recruitment deficit, hiring gaps, retention barriers, and advancement limitations), and career pathways. Data presented includes educational backgrounds, salaries, and student loan debt. Other information addresses best practices for improving diversity, equity, and inclusion in hiring and fellowship application pools, the self-reinforcing cycle replicating white-majority hiring; candidate assessments of nonprofits’ commitment to diversity, surveys on why people of color leave the sector, and lack of access to mentors and developmental networks.

Taylor, Dorceta E.
The State of Diversity in Environmental Organizations.
[Washington, D.C.]: Green 2.0 Working Group, July 2014.

Environmental institutions have been working on diversity efforts for the better part of five decades. This report discusses the findings of a study of three types of environmental institutions: 191 conservation and preservation organizations, 74 government environmental agencies, and 28 environmental grantmaking foundations. It also reports the findings of interviews conducted with 21 environmental professionals who were asked to reflect on the state of diversity in environmental institutions. The study focuses primarily on gender, racial, and class diversity in these institutions as it pertains to the demographic characteristics of their boards and staff. It examines the recruitment and hiring of new workers as well as the types of diversity initiatives undertaken by the organizations. The report

also discusses other kinds of diversities such as cultural, sexual orientation, inter-generational, and rural-urban.

Third Sector New England.
“Step-by-Step: A Guide to Achieving Diversity and Inclusion in the Workplace.”
Boston, Mass.: Third Sector New England, 2010.

In this guide for nonprofit organizations, the authors provide a step-by-step approach, in seven phases, to achieving diversity and inclusiveness in the nonprofit workplace. While they advise readers to make it clear to their coworkers and their board that this work is ongoing, they offer practical advice for creating a better work environment and a more productive organization better able to face the challenges presented in the 21st century.

Villarosa, Lori and Maggie Potapchuk, eds.
Critical Issues Forum: Moving Forward on Racial Justice Philanthropy, Vol. 5.
Washington, D.C.:
Philanthropic Initiative for Racial Equity, 2014.

From the authors: “*Moving Forward on Racial Justice Philanthropy* is the fifth volume of Critical Issues Forum series, which aims to deepen the discourse around important progressive racial justice issues within philanthropy. As PRE celebrated our 10th anniversary last year and engaged allies within the nonprofit and philanthropic sectors to mark the occasion with us, we heard “Have you seen any progress?” repeatedly and knew it was important to take stock of what many of us have been collectively aiming to move for decades. Through focus groups, webinars and direct interviews, our team has sought to get a strong sense of both funders’ and activists’ perspectives on progress particularly over the past two decades. We are pleased that through funder case studies and activist essays about structural racism analysis, intersectionality and media justice, we’re able to share real progress, even as each piece recognizes there is still much more to be done.”

Vincent, Peter and Monisha Kapila.
“Five Ways to Build and Maintain Staff Diversity.”
San Francisco, Calif.: The Bridgespan Group, February 23, 2015.



Blog post discussing 2013 American Express NGen Fellows' project researching the National Audubon Society's difficulty attracting, retaining, and advancing leadership of color, and making recommendations to address that challenge.

Virgil, Julayne Austin, Molly Brennan, and Allison Wyatt.

[*From Intention to Action: Building Diverse, Inclusive Teams in Education to Deepen Impact.*](#)

Newburyport, Mass. and Oakland, Calif.: Koya Leadership Partners and Education Pioneers, 2014.

From Intention to Action: Building Diverse, Inclusive Teams in Education to Deepen Impact provides a roadmap with specific practices and recommendations for education organizations to build and sustain more racially diverse teams:

Tackling the challenges of building diverse teams takes dedication, commitment, and perseverance. This report guides education organizations and others to move beyond discussion and intention and take meaningful action.

Walker, Vernetta L. and Deborah J. Davidson.

[*Vital Voices: Lessons Learned from Board Members of Color.*](#)

Washington, D.C.: BoardSource, December 26, 2011.

For several years, BoardSource has collected demographic information regarding the racial and ethnic composition of nonprofit boards as part of its Governance Index survey. That research informs that the composition of boards has changed only slightly in the past 17 years, despite rapidly changing demographics in the U.S. population. While more than 86% of board members of color surveyed in *Vital Voices: Lessons Learned from Board Members of Color* said they either almost always or often feel comfortable voicing their opinions at meetings, 13% said they have encountered some form of tokenism. *Vital Voices* is BoardSource's first survey designed to amplify the voices of people of color serving on nonprofit boards of directors.

Wolcheck, David, Lisa Jackson, and Lawrence T. McGill.

[*Diversity Metrics Forum: Developing Standards for the Collection of Data on Diversity in Philanthropy.*](#)

New York: Foundation Center, September 1, 2010. In recent years, private foundation leaders have found themselves in the national spotlight due to growing public concern about the lack of available data on the diversity of foundation staff and boards, as well as grantee organizations and the communities they serve with the support of philanthropic dollars. This report summarizes the discussions that took place at the Diversity Metrics Forum, which brought together 47 foundation leaders, researchers, and representatives of philanthropic infrastructure organizations to discuss strategies for systematically collecting data on diversity in philanthropy.

Wolfred, Tim.

[*Building Leaderful Organizations: Succession Planning for Nonprofits. Vol. 6 of Executive Transitions Monograph Series.*](#)

Baltimore, Md.: Annie E. Casey Foundation, 2008.

This paper has two primary goals. First, it seeks to continue detoxifying the topic of nonprofit succession planning so that executives, boards, staff, and funders can take up these activities without unnecessary fear or concern. Second, it hopes to provide nonprofit boards and executive directors with a framework for their own succession planning activities. This publication presents alternative models of succession planning designed particularly for nonprofits. The ends in mind:

- Pursuing the agency's mission and service goals as effectively as possible
- Ensuring agency stability by developing bench strength behind its executive and key managers
- Creating the possibility that successors for the agency's executive director and top managers will emerge from its talent pool

**Wolfred, Tim.**

Interim Executive Directors: The Power in the Middle. Vol. 2 of Executive Transitions Monograph Series.

Baltimore, Md.: Annie E. Casey Foundation, 2005.

This paper explores the benefits and basics of using an interim executive director during a leadership transition. It also highlights some considerations that organizations should take into account when deciding whether or not to use an interim executive director.

Yoshino, Kenji and Christie Smith.

Uncovering Talent: A New Model of Inclusion.

Deloitte Development LLC, December 6, 2013.

It has now been many years since the diversity and inclusion revolution swept the corporate world. Today, most Fortune 500 companies have a diversity and inclusion officer who superintends an impressive array of programs focused on the needs of a diverse workforce. Yet reports suggest that full inclusion remains elusive. Why have inclusion programs stalled? One intuitive answer is that these initiatives have not lived up to the core ideal of inclusion. The ideal of inclusion has long been to allow individuals to bring their authentic selves to work. However, most inclusion efforts have not explicitly and rigorously addressed the pressure to conform that prevents individuals from realizing that ideal. This study hypothesizes that a model of inclusion analyzing that pressure might be beneficial to historically underrepresented groups. Indeed, given that everyone has an authentic self, a culture of greater authenticity might benefit all individuals, including the straight white men who have traditionally been left out of the inclusion paradigm. To test this theory, this research draws on the concept of "covering."

This annotated bibliography was completed in October 2015 and was prepared by Ian Lekus, Ph.d. who served as a research analyst for Fund the People.



About Fund the People



Fund the People is the national campaign to maximize investment in the nonprofit workforce. To achieve this goal, we make the case, equip for action, and build a movement to change the attitudes and behaviors of funders, fundraising nonprofits, and the intermediaries that support them. There is a long-standing, sector-wide deficit of investment in the nonprofit workforce. Nonprofit professionals work in environments typified by high burnout and stretched resources. So there is a real demand for equitable salaries and benefits, more and better professional development, improved

human resources functions, and healthy organizational culture. Together, we can address these challenges by reshaping existing resources to prioritize nonprofit people as the central asset of nonprofit performance. Now more than ever, we can ensure that America's civic leadership is diverse, well-supported, high-performing, and sustainable for the long haul. Launched in 2014 and headquartered in Beacon, NY, Fund the People (originally known as Talent Philanthropy Project) is a project of Community Partners. Our work is informed by an Advisory Council of diverse leaders and a team of skilled staff and consultants, and is supported by a coalition of regional and national foundations.

To learn more about Fund the People visit:
fundthepeople.org

Acknowledgments

Ian Lekus, Ph.D.

A Washington, D.C.-based consultant, possesses more than two decades of experience working at the intersections of research & analysis, program management, needs assessment, strategic planning, and evaluation. Dr. Lekus is passionate about building the capacity of the social sector to promote community empowerment and social inclusion. He served as Research Analyst and Operations Manager for Fund the People and as Philanthropy Research Fellow for Quality Enhancement for Nonprofit Organizations at the University of North Carolina Wilmington. With degrees from Duke and Cornell, Dr. Lekus has taught U.S. & international politics, protest movements and community organizing, and LGBTQ studies at Harvard, Tufts, the University of Georgia. Dr. Lekus can be reached at ianlekus@gmail.com.

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