

AGENDA and RESOURCE MATERIALS
for *Alliance* annual conference session

**“BEYOND DIVERSITY: CULTURAL COMPETENCY
IN NONPROFIT CAPACITY BUILDING”**

Maria Gitin & Brigette Rouson

August 13, 2004
11 am – 12:30 pm

Beyond Diversity: Cultural Competency in Capacity Building

Alliance for Nonprofit Management

Annual Conference Session

August 13, 2004

AGENDA

Introductions & Overview

Funder's View

Data on Institutionalized Privilege

Identifying Diversities/Exploring Bias

Key Issues in Culturally Competent Capacity Building

Closing & Reflection

Presenters/Facilitators:

Maria Gitin, CFRE

&

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Funder's View:

Paula Dressel, Annie E. Casey Foundation

Brigette Rouson, J.D., M.A., is principal of Rouson Associates/Paradigm Partners, a consulting and coaching practice for social change. Brigette partners with organizations as a change agent specializing in strategic planning, visioning and mission clarification, board and leadership development. She brings more than 20 years' nonprofit experience as a public policy attorney, grantmaker, board member, facilitator, and scholar-activist. Her approach to consulting is “three-dimensional,” moving beyond the traditional core of organizational development to make cultural identity and inner/energy dynamics central in creating stronger, more effective institutions. An experienced facilitator, she has guided numerous dialogues related to racial justice and reconciliation.

Before practicing independently, Brigette was on the Management Assistance Group (MAG) consulting staff. Previously, at the Ms. Foundation for Women, she directed a grantmaking and capacity-building collaborative with 33 donor partners and 14 community activist groups, and raised the fund from \$2.4 million to \$3.9 million. With the *Alliance*, she is co-founder of the People of Color affinity group and works part-time developing professional resources and initiatives.

Brigette is a member of Women & Philanthropy, National Network of Grantmakers, Consulting Women, Project South, the DC and Florida Bar. Board service includes the Young Women's Project and Washington Inner City Self-Help (succeeded by DC Grassroots Empowerment Project), and is currently on the Washington Area Women's Foundation capacity-building grant selection panel and involved in forming the new African-American Women's Giving Circle.

Maria Gitin, CFRE is principal of MARIA GITIN & ASSOCIATES, a California-based independent consulting network established in 1983. Her specialties are assessing, planning and directing capital, annual and endowment campaigns, fund raising, diversity and team building training, and facilitating strategic plans. Maria's background includes twenty-five years of fund raising, program planning and community organizing. She was the founding President of Association of Fund raising Professionals Monterey Bay Chapter. She is a trainer for the Drucker Foundation/Leader to Leader Institute, The Management Center, and for many foundations and Management Assistance Programs. Maria is on the faculty of The Management Center in San Francisco. She is a volunteer trainer with the National Coalition Building Institute.

Maria was a SCLC-SNCC civil rights worker doing voter registration in Georgia and Alabama in 1965. She has a lifetime commitment to social justice and civil rights. Early projects included founding a domestic violence emergency shelter while serving as Executive Director of the Monterey YWCA and directing a \$1.4 million capital campaign for Congregation Beth Israel in Carmel in the 1980's. Since that time, she has consulted with more than 50 regional and national organizations to build stronger communities through pluralism and philanthropy.

Paula Dressel is Senior Associate at the Annie E. Casey Foundation, working on internal as well as community-based and national initiatives to create change through racial justice. With Mareasa Isaacs, she coordinates an internal working group RESPECT, which is responsible for grants on issues ranging from documenting racial/ethnic disparities in the treatment of children, youth and families in public systems to the role of community-wide initiatives in addressing differences. She has worked on a jobs and race initiative, and prisoner re-entry as it relates to race. She is currently developing, with colleague Doretha Carter, a “Race Matters” Toolkit to identify in plain terms the pervasive impact of structural and institutional racism, and ways to interrupt the pattern of inequities it creates.

Overview of Cultural Competence Planning

Developed by Judy Sulsona with Maria Gitin for the Pajaro Valley Health Trust in 2002, this information sheet is mainly intended to support sound fundraising and grantmaking.

A Cultural Competence Plan should be developed and integrated within the overall organization, using an incremental strategic approach, to assure attainment of cultural competence within manageable but concrete timelines. Development and integration of the Cultural Competency Plan should be achieved with the participation and representation of Board leadership, top and middle management, front-line staff, clients and/or their families, and community stakeholders. A culturally competent individual at the executive level should be appointed to take responsibility for, and have authority to monitor, the implementation of the Cultural Competence Plan. Additionally, each individual manager should be accountable for the success of the Cultural Competence Plan based on his or her level within the organization¹.

A. Cultural Competence and Diversity Resources for Grantmaking Organizations:

1. **Building A Better Foundation:** A toolkit for creating an inclusive grantmaking organization. *Developed by the Donors Forum of Chicago, the Northern California Grantmakers, Minnesota Council on Foundations, and the New York Regional Association of Grantmakers.*

Includes practical *Action Steps* for fulfilling the four key roles played by grantmakers in their communities, as defined in the Diversity Framework described below.

2. Diversity Framework

- Developed by the Minnesota Council on Foundations.

Summary:

∞ Two values guide the development of the framework:

- The quality of grantmaking is enhanced when grantmaking organizations reflect the cultural diversity of the communities they serve through their grants.
- Private grantmaking organizations have the responsibility and the capacity to understand issues of diversity and inclusiveness and should take action in each of their roles where opportunities exist.

∞ The four roles that private grantmaking organizations play in a civil society and the values that support them are:

¹ Adapted from Cultural Competence Standards in Mental Health Services for Latino Populations.

- **Grantmakers as Funders**

Values Statement - Grantmaking organizations are responsible for the prudent management and distribution of charitable funds. In this role, grantmakers improve the quality of life of identified groups, respond to community needs and address the root causes of problems. Funding priorities reflect the diverse needs and opportunities of communities served through grantmaking. To better understand and respond to the diverse issues of their constituents, grantmaking organizations need to mirror the diversity of the communities they fund.

- **Grantmakers as Employers**

Values Statement - Increasing staff diversity enriches grantmaking. Without a diverse workforce, we cannot achieve excellence. Grantmakers, like the organizations and individuals they support, are operating in an increasingly diverse society. In order to be accountable to their constituencies, grantmakers have the responsibility to be exemplary: they must have a workforce that reflects the diversity of the communities they serve through their grantmaking.

- **Grantmakers as Economic Entities**

Values Statement - Funders have both an obligation and opportunities to create economic opportunities for all members of the communities they serve through their grantmaking. Through investments and purchasing decisions, funders can support minority-owned businesses and participate in the development of a healthy economic system employing a diverse workforce.

- **Grantmakers as Community Citizens**

Values Statement - As an essential community resource, foundations and corporate giving programs have a responsibility to serve the public good. In their role as citizens, grantmakers must be engaged in and responsive to the communities they serve through their grantmaking. Through this involvement, grantmaking organizations will strengthen their ability to recognize and support diversity. This is a critical component of serving increasingly diverse communities and maintaining the highest quality of life.

3. **The Meaning and Impact of Board and Staff Diversity in the Philanthropic Field**, Findings from a National Study conducted for the Joint Affinity Groups². Contact: Leila Minerva, JAG Coordinating Consultant, (415) 330-0878 (voice).

² **Joint Affinity Groups** (JAG) is a nationwide coalition of grantmaker associations that engages the field of philanthropy to reach its full potential through practices that support diversity, inclusiveness, and accountability to communities.

4. **Improving Race Relations and Undoing Racism; Roles and Strategies for Community Foundations**, by David Scheie with T. Williams and Janis Foster. Published by Rainbow Research, Inc. (<http://www.rainbowresearch.org>). Includes an extensive foundation Self-Assessment Tool and a Continuum of Community Foundation Stances (Stages in the Journey) for improving race relations and undoing racism.
5. **Diversity Practices in Foundations: Findings from a National Study** Sponsored by: The Joint Affinity Groups. Download from: http://www.nng.org/html/ourprograms/research/diversity_table.htm

B. Cultural Competence and Diversity Resources for Fund Raising Organizations

Donors of Color: A Promising New Frontier for Community Foundations. Published by the Council on Foundations, 1993.

Of particular interest is the report of the El Paso Community Foundation's success in attracting Latino donors.

New resources:

Opening Doors: Pathways to Diverse Donors. Written by Diana S. Newman with Mindy Berry, Jessica Chao, Henry A.J. Ramos, Mary-Frances Winters. Published by Jossey-Bass/ Council of Foundations, 2002.

Cultivating Diversity in Fundraising. Written by Janice Gow Pettey. Published by AFP/Wiley, 2002.

Report: Lack of diversity hurts philanthropic organizations

Published by: Association of Fundraising Professionals e-news June 28,2002

MINNEAPOLIS (AFP eWire) – A recent report from the Joint Affinity Groups, a national coalition of grantmaker associations, states that the lack of diversity on the staffs and boards of charitable organizations may impede the field's ability to respond effectively to the needs of minority communities.

The report entitled, "Meaning and Impact of Board and Staff Diversity in the Philanthropic Field," was funded as a research project by the Ford Foundation, the Rockefeller Foundation, and the Evelyn and Walter Haas, Jr. Fund. The research includes surveys, interviews and focus groups involving more than 600 grantmakers throughout the country.

"This report highlights what we in the fundraising profession have known all along – that diversity is a key component to organizational and fundraising success," said Paulette V. Maehara, CFRE, CAE, president and CEO of the Association of Fundraising Professionals (AFP).

According to the report, the charitable sector has evolved over the past two decades from a profession dominated by Caucasian men to a field where women are now the majority. However, the report found that only a fifth of staff are people of color.

Although the demographic makeup of staff and boards continue to change, the report also points out that the composition of organizations' boards has not changed significantly. The lack of diversity, and barriers based on disability, ethnicity, race and gender, continue to persist in this area.

The report also includes several recommendations for improvement, including recruiting decision-makers who operate outside foundations' economic and social circles, and informing board members and staff of the value of diversity. Another recommendation suggests that foundations develop written materials that define clear goals and objectives related to increasing the diversity of their staffs and boards.

"This report opens a new chapter in the study of foundation diversity because it examines the whole picture rather than focusing on an individual disparity," said Emmett D. Carson, president and CEO of the Minneapolis Foundation and author of the report's forward. "Foundations have a great opportunity to increase their responsiveness and accountability to the communities they serve by consciously focusing their efforts on enhancing board and staff diversity."

A copy of the full report is available on the Minnesota Council on Foundations website at <http://www.mcf.org/mcf/resource/JAGreport.htm>.

EXTRA!!

NONPROFIT BOARDS OF DIRECTORS

See *studies by* Board Source www.boardsource.org and the Volunteer Consulting Group www.vcg.org, on *lack of racial/ethnic diversity in nonprofit governance*.

Resources for Cultural Competency

Compiled by Maria Gitin and Brigette Rouson

For the Alliance for Nonprofit Management, August 2004

www.policylink.com

Leadership Through Policy Change: Strengthening Communities of Color Through Leadership Development

Downloadable research report that delineates specific ways that foundations, government agencies, and other institutions can cultivate more robust leadership development programs. Most importantly, it provides a roadmap for institutions that are committed to improving the well-being of disadvantaged minority communities with options for immediate implementation.

Cultural Competency Standards, Guidelines and Resources: A Brief Interdisciplinary Review of Internet Resources

Armando Cablas, Ph.D. & Josie T. Romero JTR & Associates Inc.

There are many resources for cultural competence on the Internet. Many come from different disciplines such as education, medicine, public health and mental health. The following resources are easily accessible and provide critical information for those interested.

Education

<http://www.ncela.gwu.edu/ncbepubs/classics/culture/competencies.htm>

This site contains a brief description of the qualities and characteristics necessary for bilingual educators. There is a great similarity between these skills mentioned and what human service professionals also need to be culturally competent.

<http://www.ncela.gwu.edu/miscpubs/jeilms/vol14/chisholm.htm>

These are standards for teacher preparation for cultural competence and undergraduate education. Very informative and useful. These standards can be readily translated into policy and subsequent training for human service professionals.

<http://www.ncela.gwu.edu/ncbepubs/symposia/third/canales.htm>

Detailed teacher preparations standards that deal with aspects of elementary education. Training concepts and standards useful for child welfare and service professionals.

<http://www.ncela.gwu.edu/ncbepubs/reports/bestevidence/research.htm#G>

Presentation of results of the Bilingual Education Act to Congress. Makes the case for bilingual education and on a global level, for cultural competence.

Health Care

<http://www.marconline.org/framework.htm>

Standards from the Multicultural AIDS Resource Center of California.

<http://www.amsa.org/programs/gpit/cultural.cfm>

Guidelines from the American Medical Student Association.

<http://nursing.about.com/cs/transcultural/>

Transcultural nursing resource site. Excellent resource for health care providers.

<http://www.omhrc.gov/clas/index.htm>

National standards for culturally and linguistically appropriate services (CLAS) in health care.

<http://www.georgetown.edu/research/gucdc/nccc/>

Resource site with self-assessments for organizational cultural competence. Contains a comprehensive searchable resource database. Excellent resource for policy makers and researchers.

<http://www.fons.org/networks/tcnha/chirico.htm>

Transcultural nursing resource and training for organizational assessment.

<http://www.haa.omhrc.gov/HAASidebar/Cultural.htm>

Office of Minority Health website. Resources and CLAS standards with access to special report: Benefit Cost report of Executive Order No. 13166: Improving Access to Services for Persons with Limited English Proficiency.

Child Welfare

http://ssw.unc.edu/fcrp/Cspn/vol4_no1.htm

A publication consisting of practice issues for Child Welfare social workers.

<http://www.socialworkers.org/pressroom/2002/020502.asp>

NASW cultural competency standards. Requires membership for access.

Mental Health

<http://www.ncstac.org/content/culturalcompetency/>

A review of best practices for culturally competent consumer self-help programs.

<http://www.samhsa.gov/mc/content/Managed%20Care%20Contracting/issubr4/TOC.htm#TopOfPage>

A review of behavioral health contract language by States and how cultural competency is defined and services purchased.

http://www.wiche.edu/MentalHealth/Cultural_Comp/index.htm

Standards developed by the Western Interstate Commission for Higher Education.

<http://www.mentalhealth.org/cmhs/CommunitySupports/research/publications/pn39C4.asp>

Notes from a roundtable conceptualizing and measuring Cultural Competence.

www.nlbha.org

Detail list of resources on mental Health & Latino Populations, Cultural Competency standards for Latino populations, Health and Access Disparities.

Multi-Ethnic and Identity Specific Organizations

In addition to membership, training and leadership opportunities, most of these organizations offer studies and tools for improving cultural competency related to the groups served.

National Coalition Building, based in Washington DC with 30 international Chapters

www.ncbi.org

The National Coalition Building Institute (NCBI) is a multi-cultural nonprofit organization working to eliminate prejudice and inter-group conflict offering workshops and active chapters that meet monthly. There are international constituency groups for most ethnicities, GLBT, men, women and whites as allies. A three-day leadership training is required for membership. Scholarships are available.

African American and African Heritage Sites

www.melanet.org

Melanet is a commercial site that provides extensive informational materials and graphics for use including Kwanzaa background and materials.

NAACP – all counties and states

www.naacp.org

The NAACP focuses on the protection and enhancement of the civil rights of African Americans and other minorities. Membership is open to anyone believing in the basic tenets of the NAACP. Branch organizations provide education, training, cultural events and intervene in racial situations in communities.

League of Latin American Citizens

www.lulac.org

LULAC focused on advancing the economic condition, educational attainment, political influence, health and civil rights of persons of Latino heritage. Membership is open to anyone believing in the basic tenets of LULAC. Local chapters are involved in education, scholarships, discrimination complaints and political advocacy.

Asian Organizations

www.asianamerican.net

This site has links extensive multi-asian information to other pan-asian sites including

[Arab Organizations](#)

[Chinese Organizations](#)

[Hmong Americans](#)

[Japanese Organizations](#)

[Lebanese Organizations](#)

[Turkish Organizations](#)

[Bangladeshi Organization](#)

[Filipino Organizations](#)

[Indian Organizations](#)

[Korean Organizations](#)

[Pakistani Organizations](#)

Arab Organizations

www.asianamerican.net/mideast links to Arab organizations in the US

www.hahooa.com

International Arab organizations web sites are categorized in hahooa **arab** directory, proposes with information on **arab** countries (persian gulf, middle east and maghreb)

Jewish Organizations

Yahoo! Directory of **Jewish Organizations**

Has extensive listings of secular and religious Jewish organizations, links to calendars identifying Jewish Holidays and more.

www.dir.yahoo.com/Society_and_Culture/Religion_and_Spirituality/Faiths_and_Practices/Judaism/Organizations/ -

For more information and local resources, contact a local synagogue, Jewish Community Center, or campus Hillel Chapter.

Gay activist network listings

www.gayscape.com

Senior Political Action

www.aarp.org

Campus Activism

www.campusactivism.org

For Students: Network and read about activism on campuses throughout the US. Post your events, read about others events and planned actions. Join the activist data base and receive notices relevant to your interests.

See also www.civilrights.org

Key Issues in Culturally Competent Capacity Building

To inform discussion at Alliance 2004 annual conference (Maria Gitin & Brigitte Rouson)

Values

1. Hold CC as a core element in all capacity building, not only where there are visible diversities.
2. Create an environment of inclusiveness that accepts differences and acknowledges that we are not all alike.
3. Recognize that development of cultural competency in leadership is inhibited by the need to stay in the “comfort zone”.
4. Be willing to take leadership and responsibility for cultural competence issues
Take risks, asks question, and express ourselves courageously in the face of attitudes and environments that do not encourage this inquiry.

Issues

1. Power: varying view of uses of power, acceptance, distribution of power, types of processes, roles, communication styles
2. Socio economic: pricing, cost/expenses, location, food and/ or childcare provided or not
3. Language: interpreters, bilingual materials and sign interpreters, as well as level of language. Do you need an advanced degree to understand me?
4. Time / Pace: acceptance of lateness or not, timing of meetings/trainings, pace of meetings.
5. Dominant Culture desire for, historical belief in ‘the melting pot’, concern about separatism.