

The Nonprofit Racial Leadership Gap in Memphis: A Race to Lead Brief

Sean Thomas-Breitfeld, *Co-Director*

Tessa Constantine, *Research Analyst*

About the Building Movement Project



Leadership

Analyzing how organizations can do their best work by promoting the most effective and inclusive practices

Reports

Race to Lead: Confronting the Nonprofit Racial Leadership Gap

Blog

The Leadership in Leaving

Reports

Vision for Change



Service and Social Change

Developing the capacity of organizations to engage constituents in changing the systems that impact them

Tools

Service and Social Change

Blog

Small Shifts, Big Change

Reports

Crossing Organizational Boundaries to Build New Partnerships



Movement Building

Acknowledging and building on the distinct role of nonprofit organizations in advancing movements for social change

Reports

The Respect ABQ Women Campaign

Blog

Learning How to ACT UP

Blog

Detroiters Reclaiming Voice and Power

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RACE TO LEAD:

CONFRONTING THE NONPROFIT RACIAL LEADERSHIP GAP

To increase the number of people of color leading nonprofits, the sector needs a new narrative about the problem and new strategies to address it. Nonprofits have to transfer the responsibility for the racial leadership gap from those who are targeted by it (aspiring leaders of color), to those governing organizations.

[DOWNLOAD REPORT](#)[DOWNLOAD SUMMARY](#)

Memphis Area Report Methodology

- Race to Lead 2019 Survey
- Focus groups in February 2020
 - Millennial/Generation Z People of Color
 - Millennial/Generation Z White People
 - Generation X/Baby Boomer People of Color
 - Generation X/Baby Boomer White People
 - EDs/CEOs People of Color
 - EDs/CEOs White People
- Interviews with local nonprofit leaders

More than
5,200
Respondents
Nationwide

186 Nonprofit staff
in Memphis



The Memphis Sample

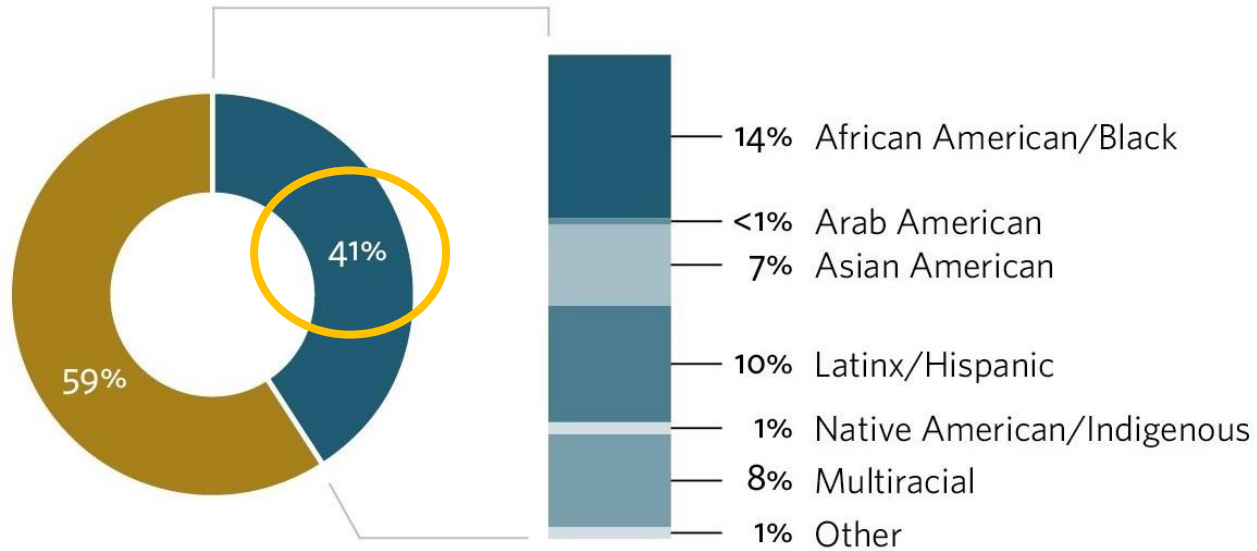
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Who Took the Survey

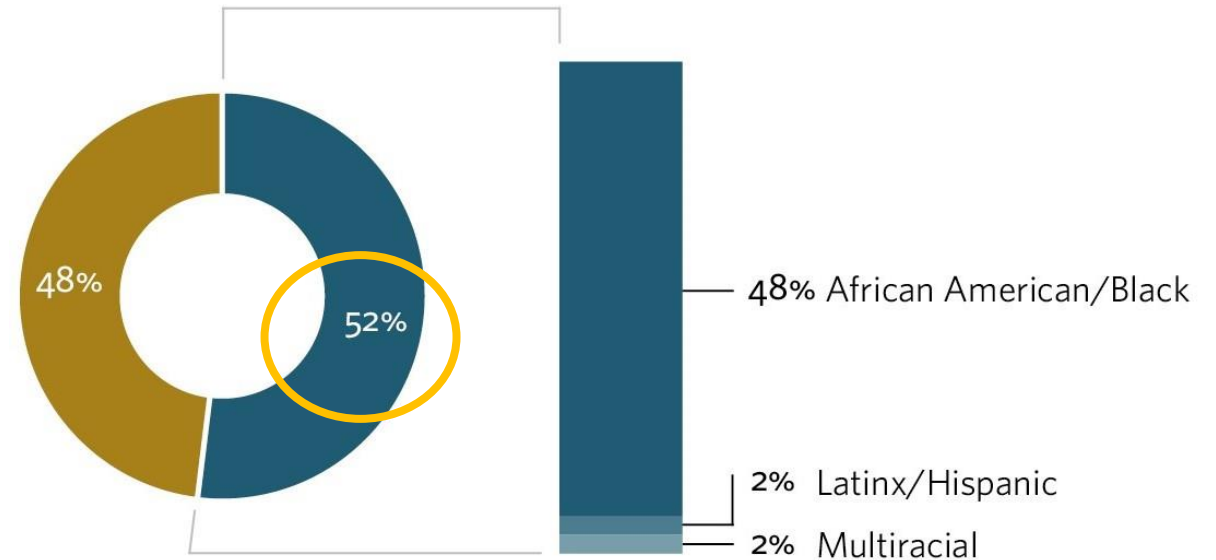
RACE/ETHNICITY

● PEOPLE OF COLOR ● WHITE

National



Memphis

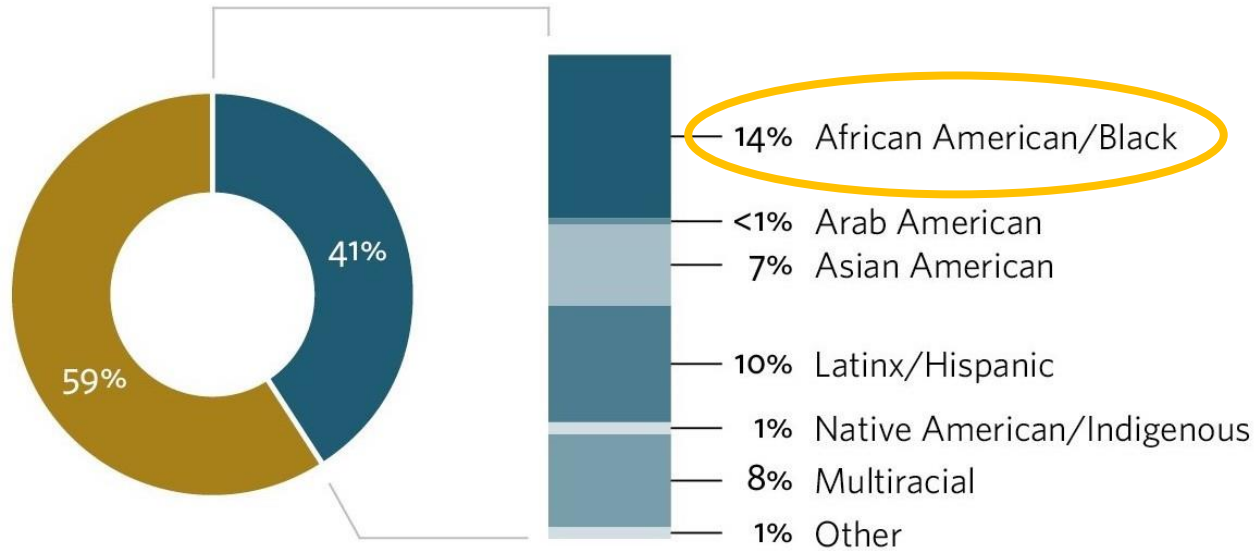


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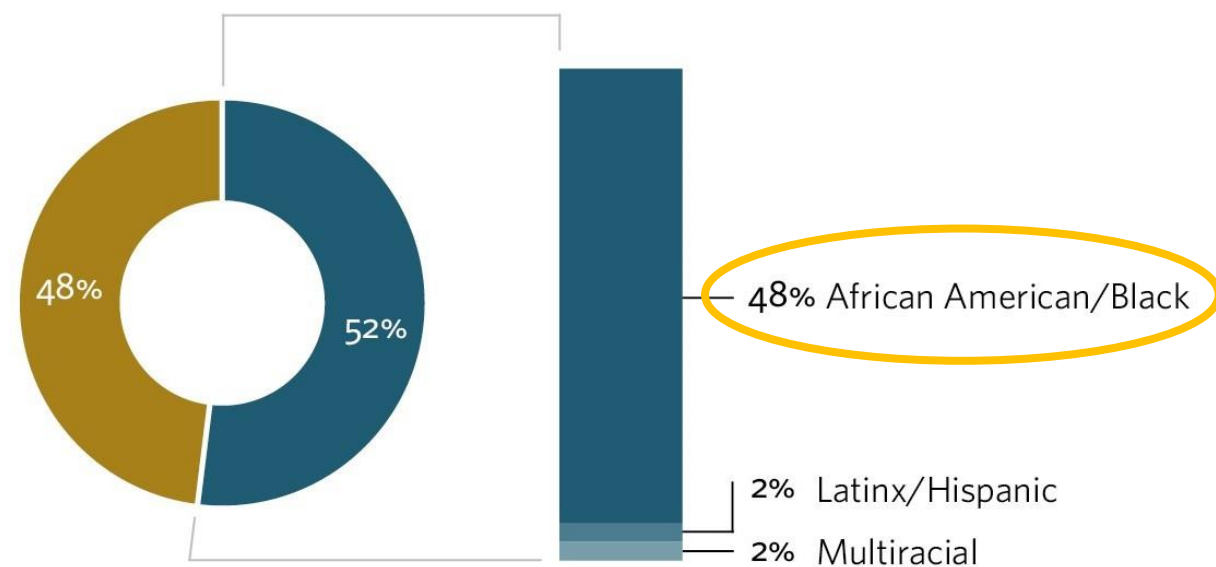
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National



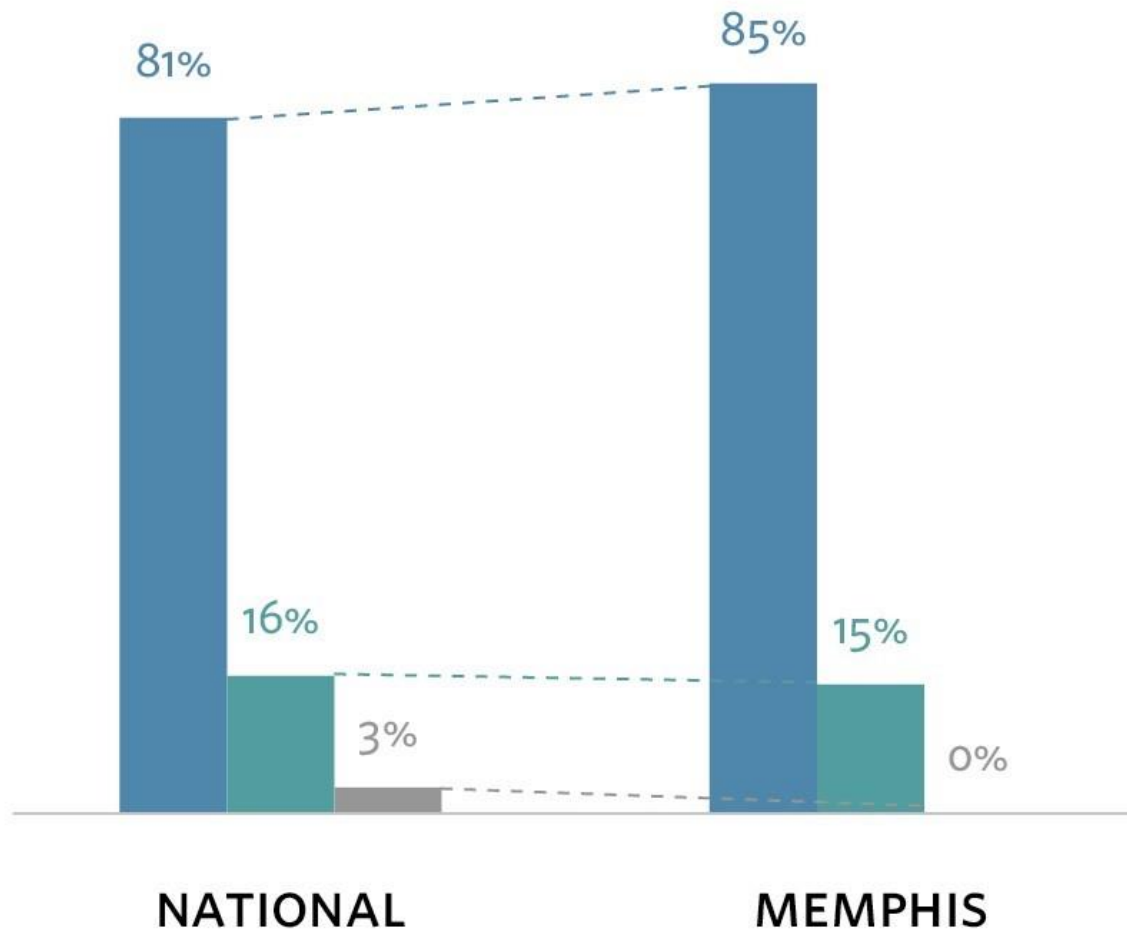
Memphis



Race and Gender

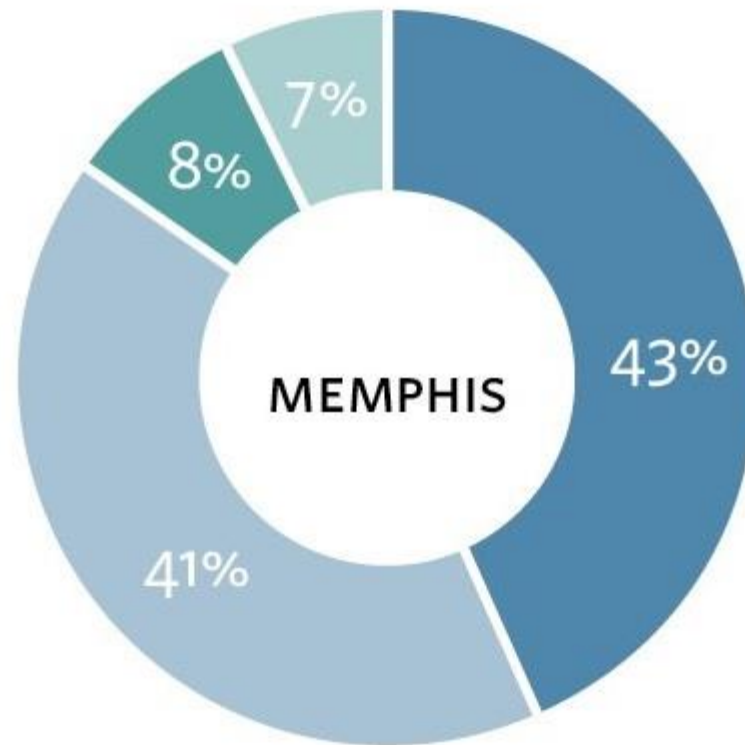
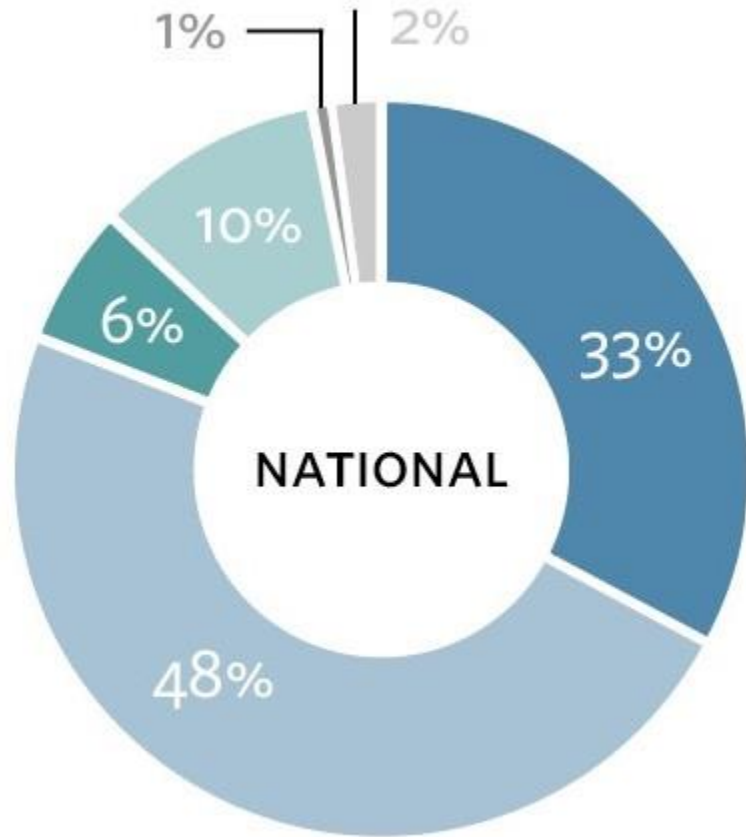
GENDER IDENTITY

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



* Both cisgender and transgender respondents are included in the "women" and "men" categories.

Race and Gender

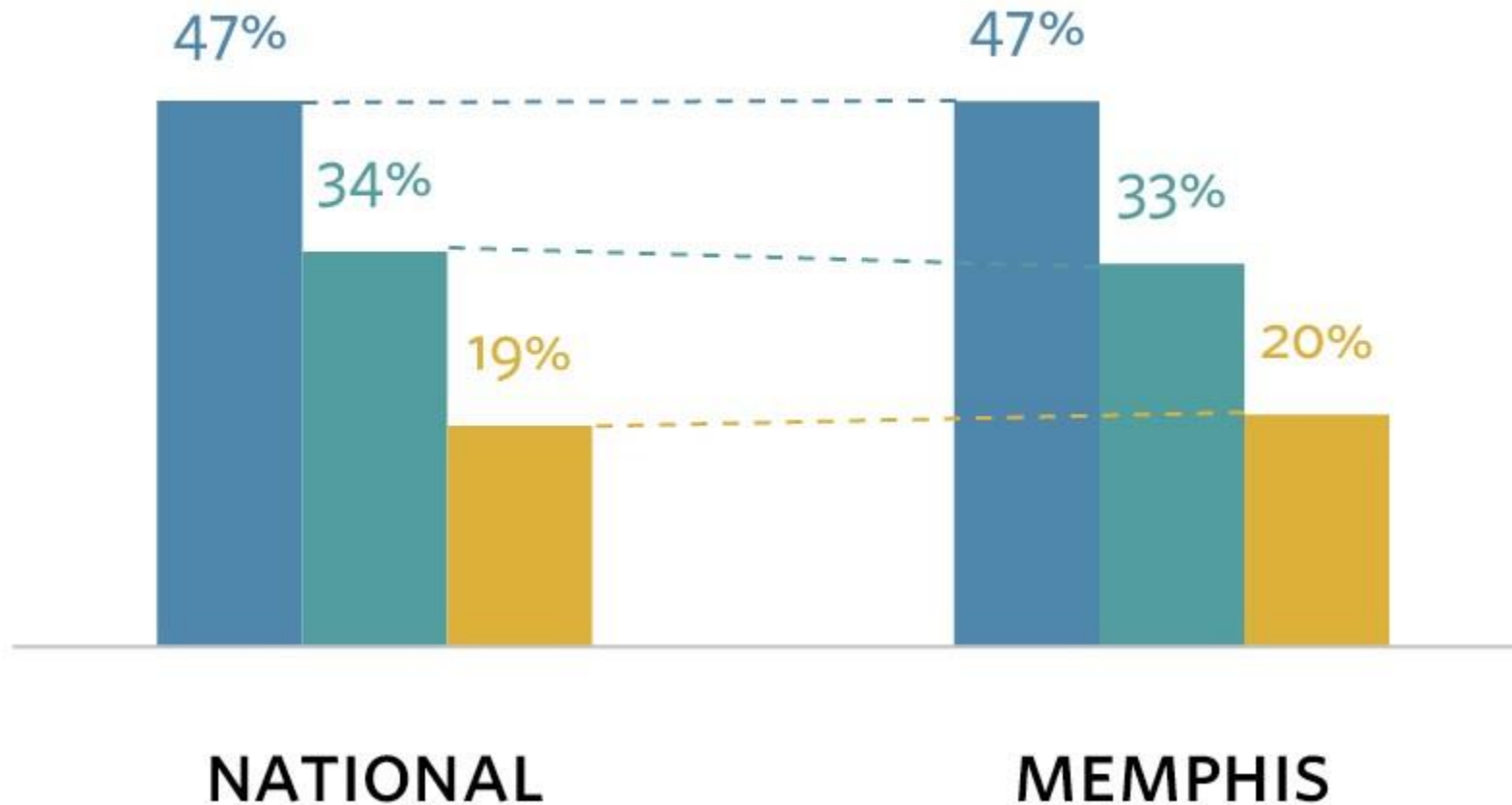


- WOMEN OF COLOR
- WHITE WOMEN
- MEN OF COLOR
- WHITE MEN
- GENDER NON-BINARY/GENDER NON-CONFORMING/GENDERQUEER POC
- GENDER NON-BINARY/GENDER NON-CONFORMING/GENDERQUEER WHITE

Age and Generation

AGE/GENERATION

● MILLENNIALS/GENERATION Z (18-37) ● GENERATION X (38-53) ● BABY BOOMERS/OLDER LEADERS (54-72+)

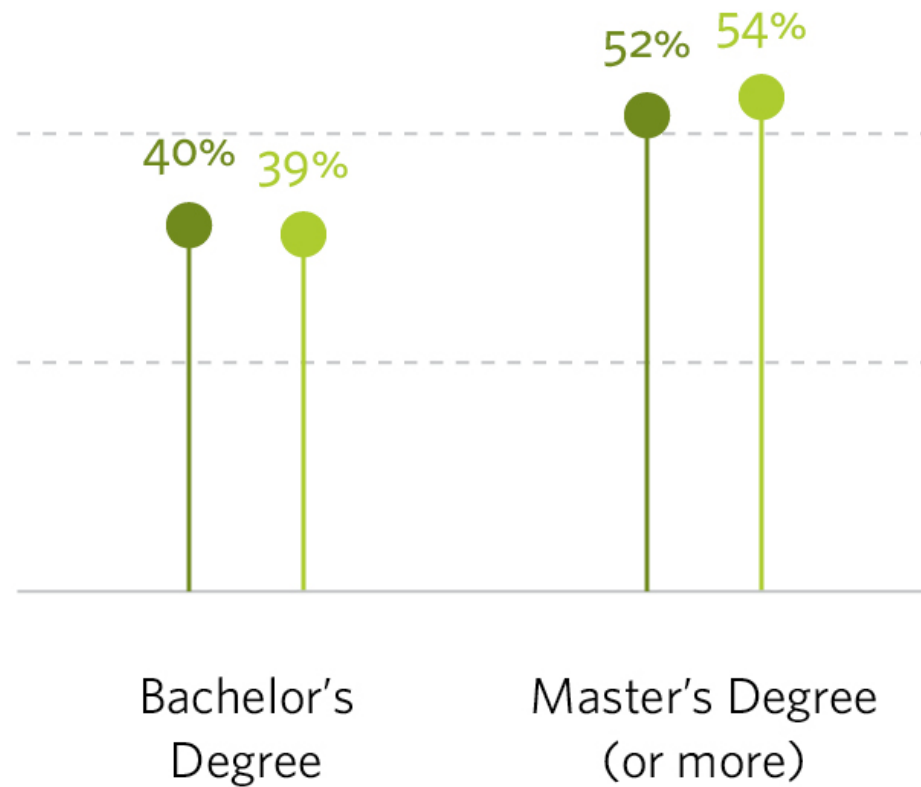


Educational Background

EDUCATIONAL ATTAINMENT

● NATIONAL

● MEMPHIS

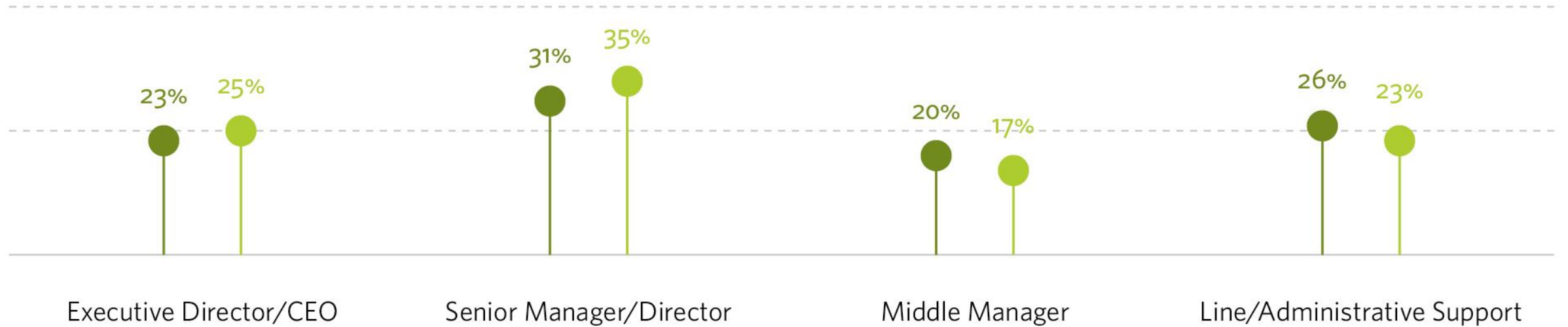


Roles

CURRENT ROLE/POSITION

● NATIONAL

● MEMPHIS



Key Topics

1. Leadership aspirations and racialized barriers to advancement in Memphis;
2. Racial composition of nonprofits and their impact on staff experiences;
3. The importance of funding POC-led organizations; and
4. Perspectives from local nonprofit staff on how to make change in organizations and the sector



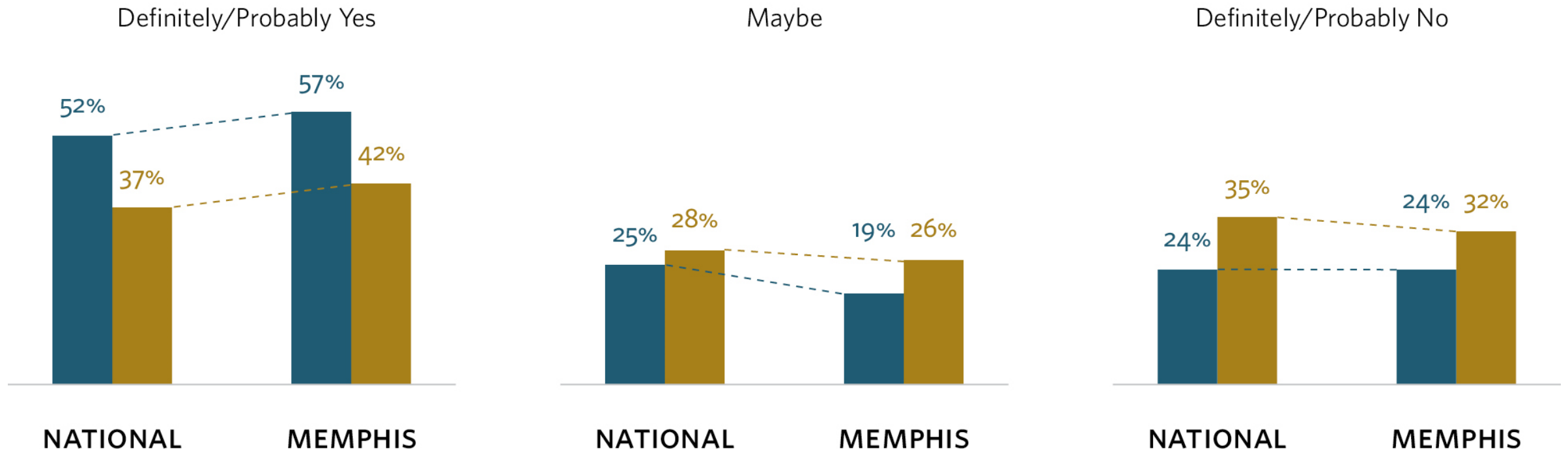
1. Aspirations and Barriers to Advancement

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Aspirations to Become an ED/CEO

LEVEL OF INTEREST IN TAKING A TOP LEADERSHIP ROLE (AMONG NON-EDS/CEOS)

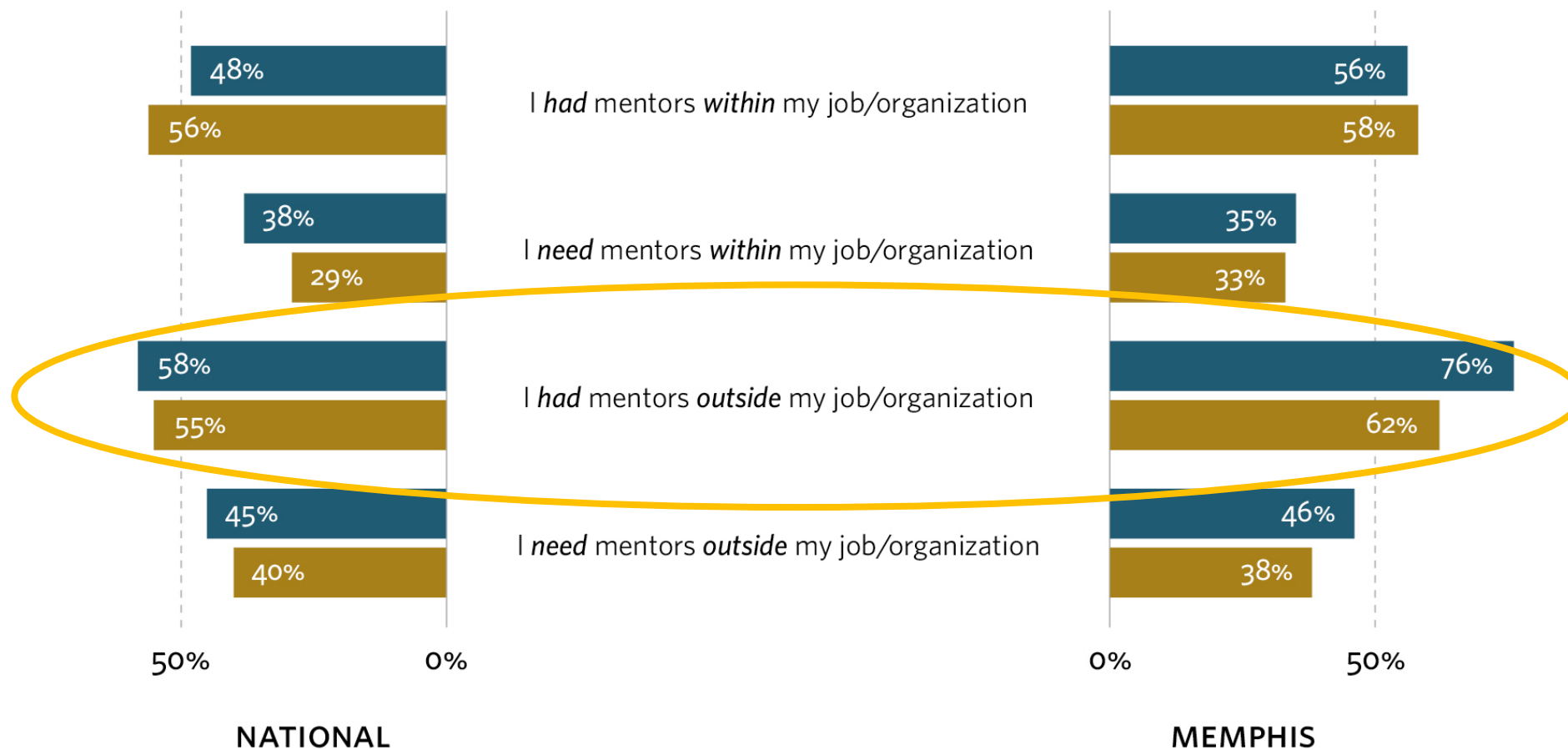
● PEOPLE OF COLOR ● WHITE



Access to Mentors

ROLE MODELS AND MENTORS

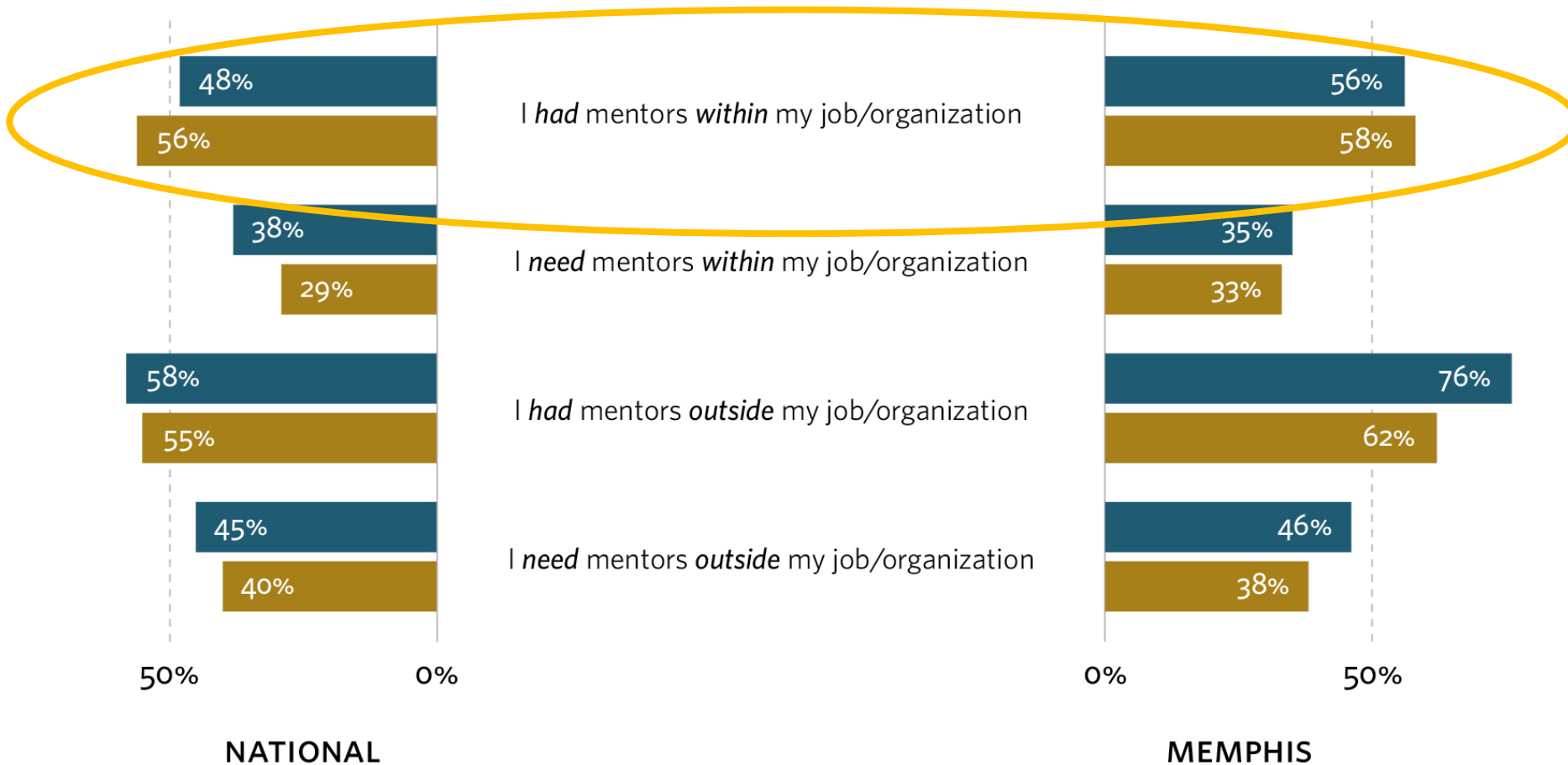
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Access to Mentors

ROLE MODELS AND MENTORS

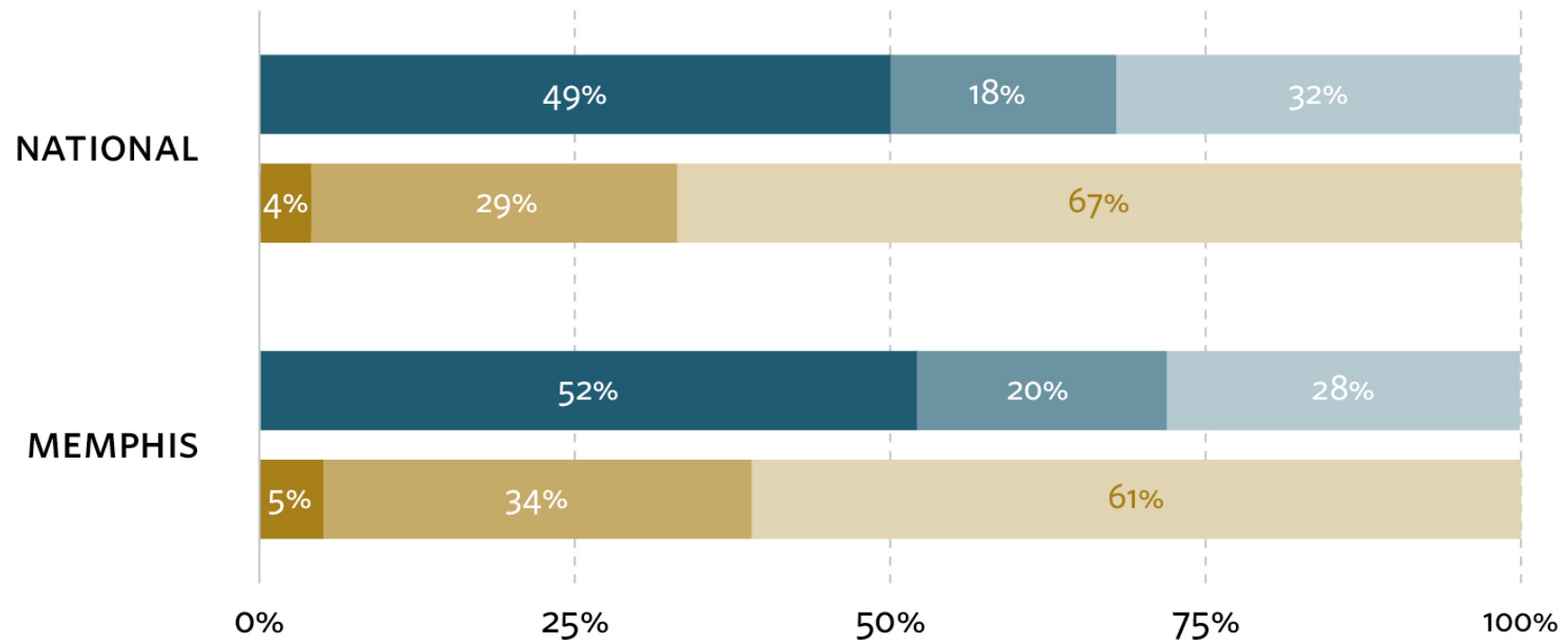
● PEOPLE OF COLOR ● WHITE



Impact of Race on Career Advancement

IMPACT OF RACE ON CAREER ADVANCEMENT BY RACE/ETHNICITY

● PEOPLE OF COLOR ● WHITE

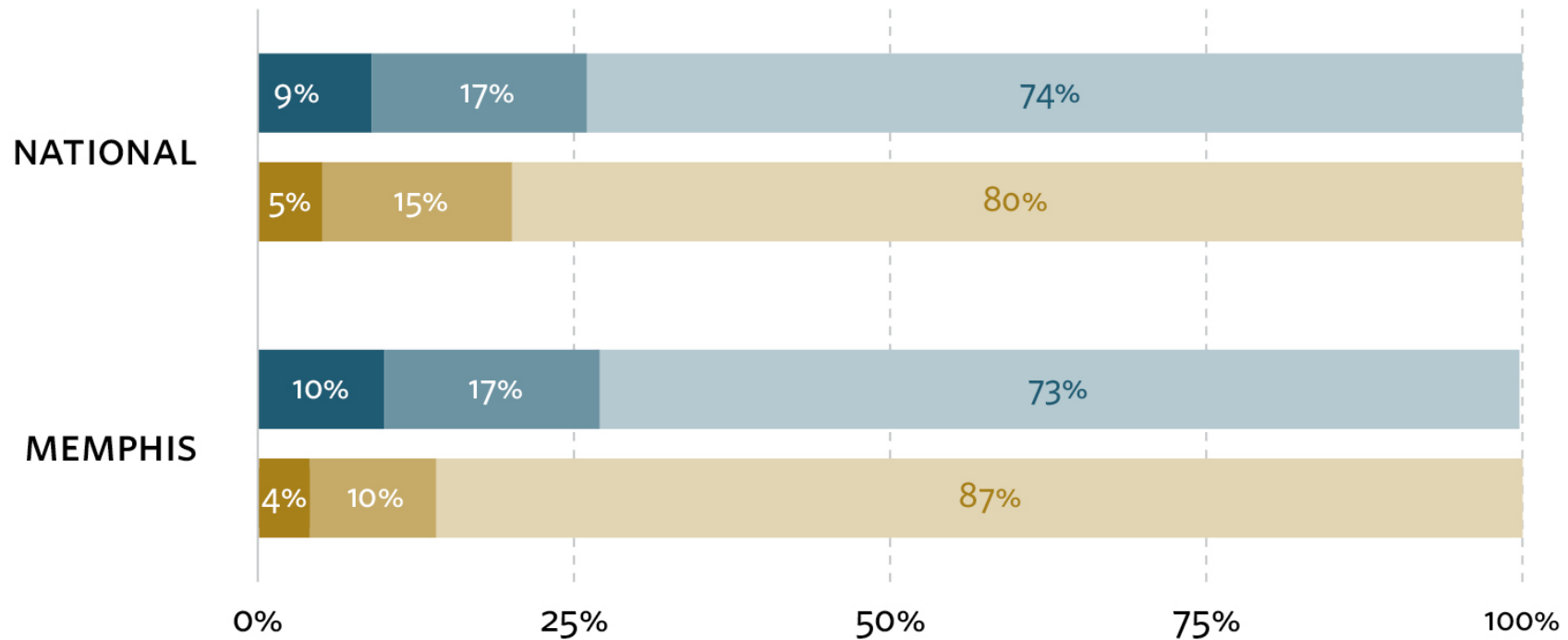


Person of Color: ● Negative Impact ● No Impact ● Positive Impact
White: ● Negative Impact ● No Impact ● Positive Impact

Impact of Networks on Career Advancement

IMPACT OF NETWORKS ON CAREER ADVANCEMENT BY RACE/ETHNICITY

● PEOPLE OF COLOR ● WHITE



Person of Color: ● Negative Impact ● No Impact ● Positive Impact
White: ● Negative Impact ● No Impact ● Positive Impact

Impact of Networks on Career Advancement

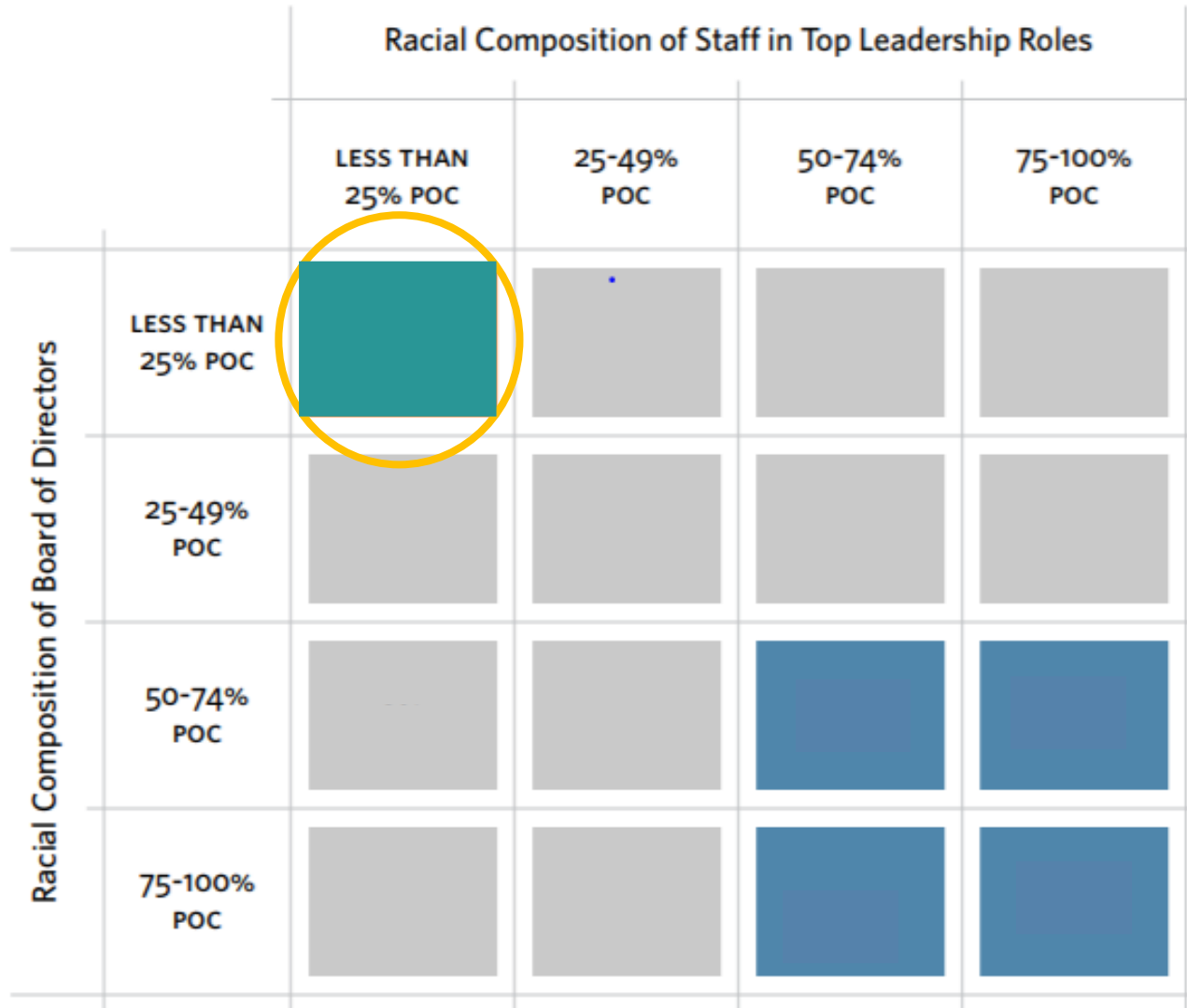
I feel like the white peers that I talk to are not really aware that these networks exist ... They may perfectly well be [qualified], but maybe they got five interviews because of all these personal connections that I know people of color would not have.

Person of Color Millennial/Generation Z Focus Group Participant

















2. Demographic Composition of Organizations

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Leadership Composition



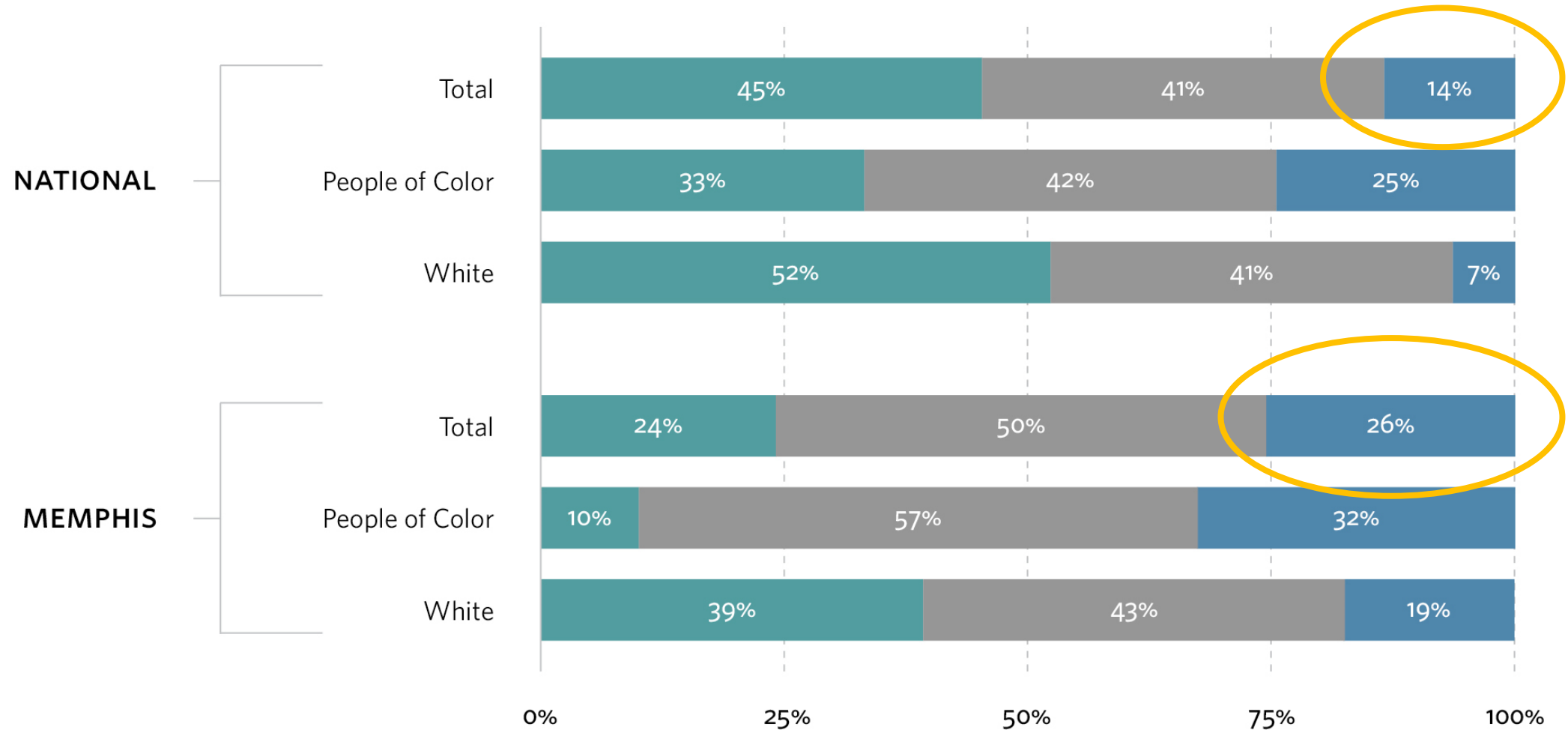
Leadership Composition

		Racial Composition of Staff in Top Leadership Roles			
		LESS THAN 25% POC	25-49% POC	50-74% POC	75-100% POC
Racial Composition of Board of Directors	LESS THAN 25% POC				
	25-49% POC				
	50-74% POC				
	75-100% POC				

Leadership Composition

ORGANIZATION TYPES BY RACE/ETHNICITY OF RESPONDENTS

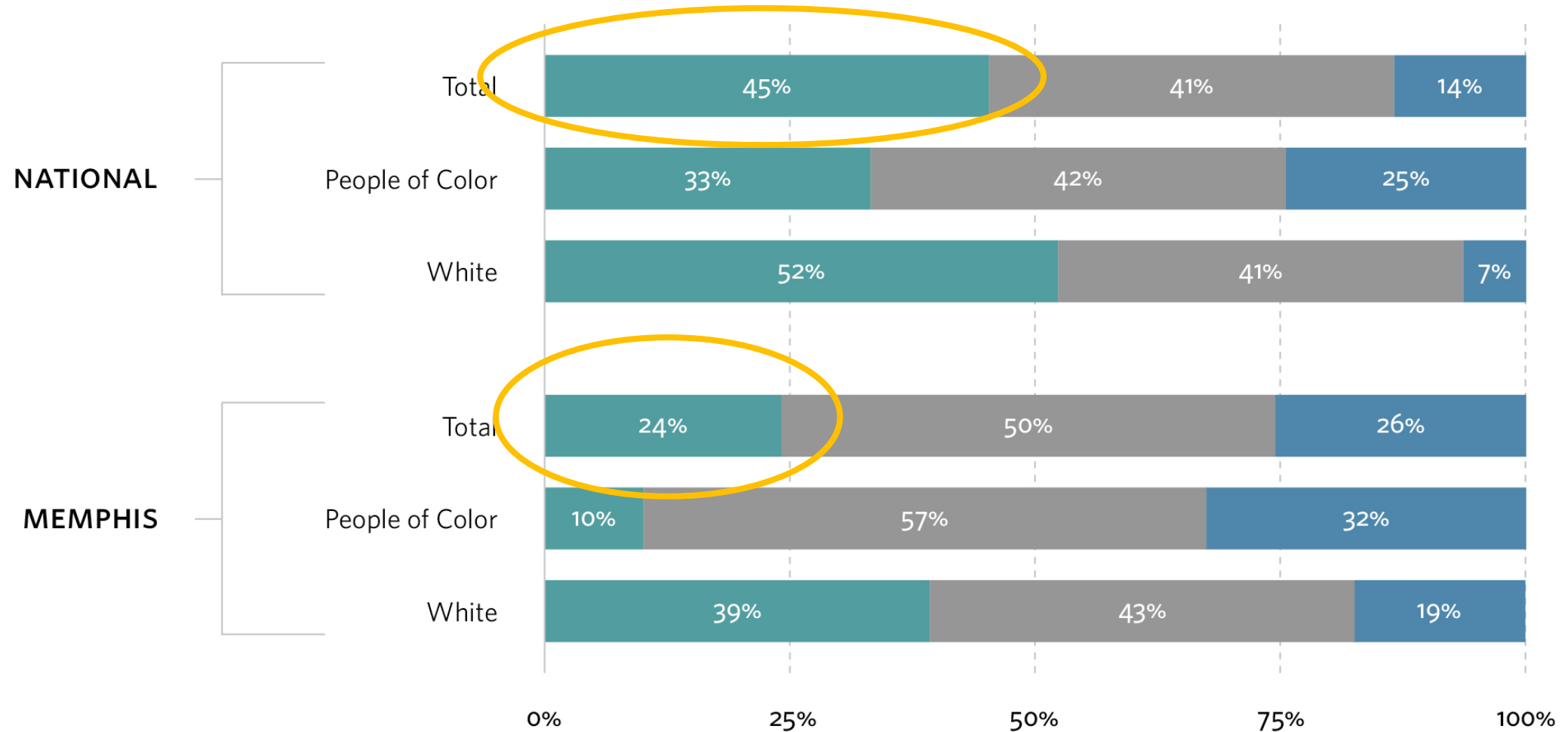
● WHITE-RUN: BOARD/LEADERS > 75% WHITE ● ALL OTHER COMPOSTIONS OF BOARD/LEADERS ● POC-LED: BOARD/LEADERS > 50% POC



Leadership Composition

ORGANIZATION TYPES BY RACE/ETHNICITY OF RESPONDENTS

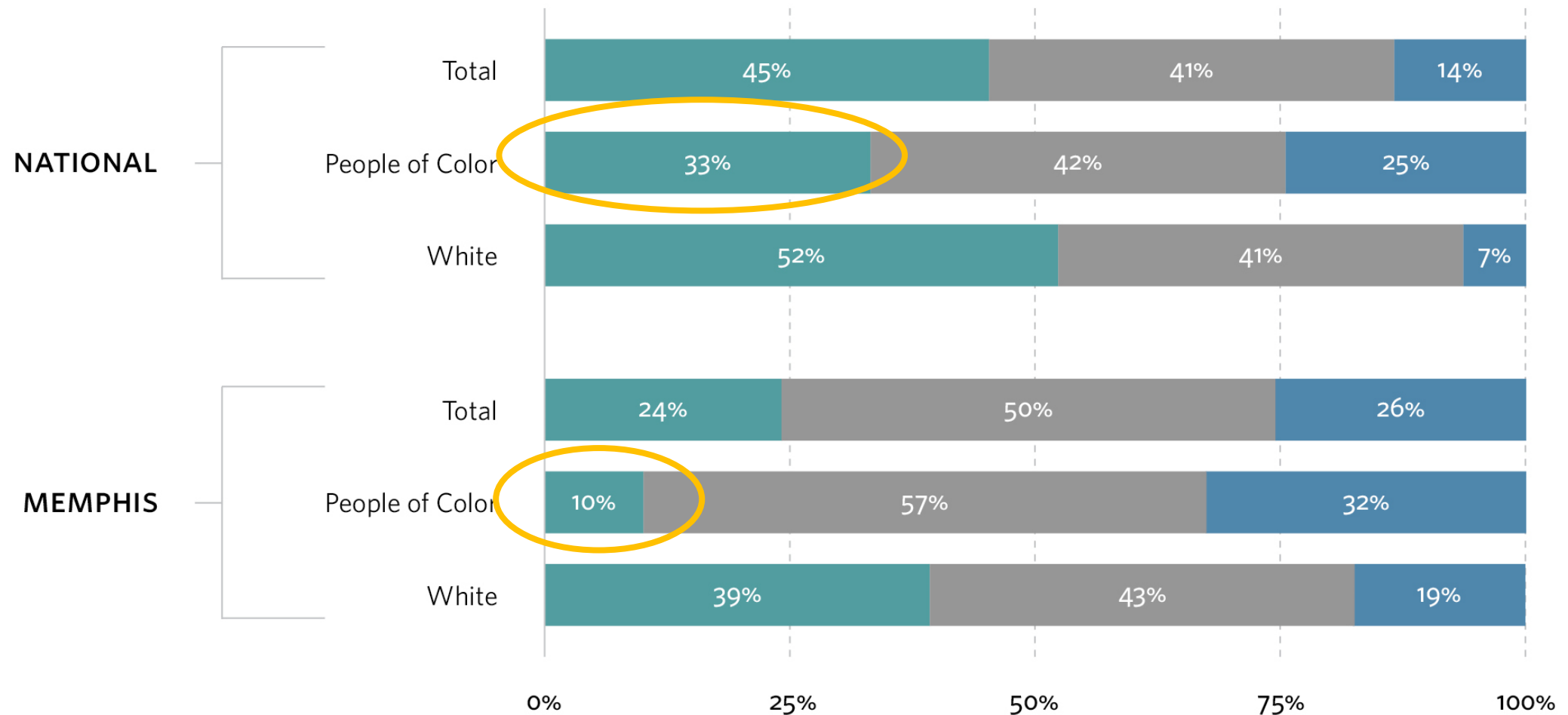
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Leadership Composition

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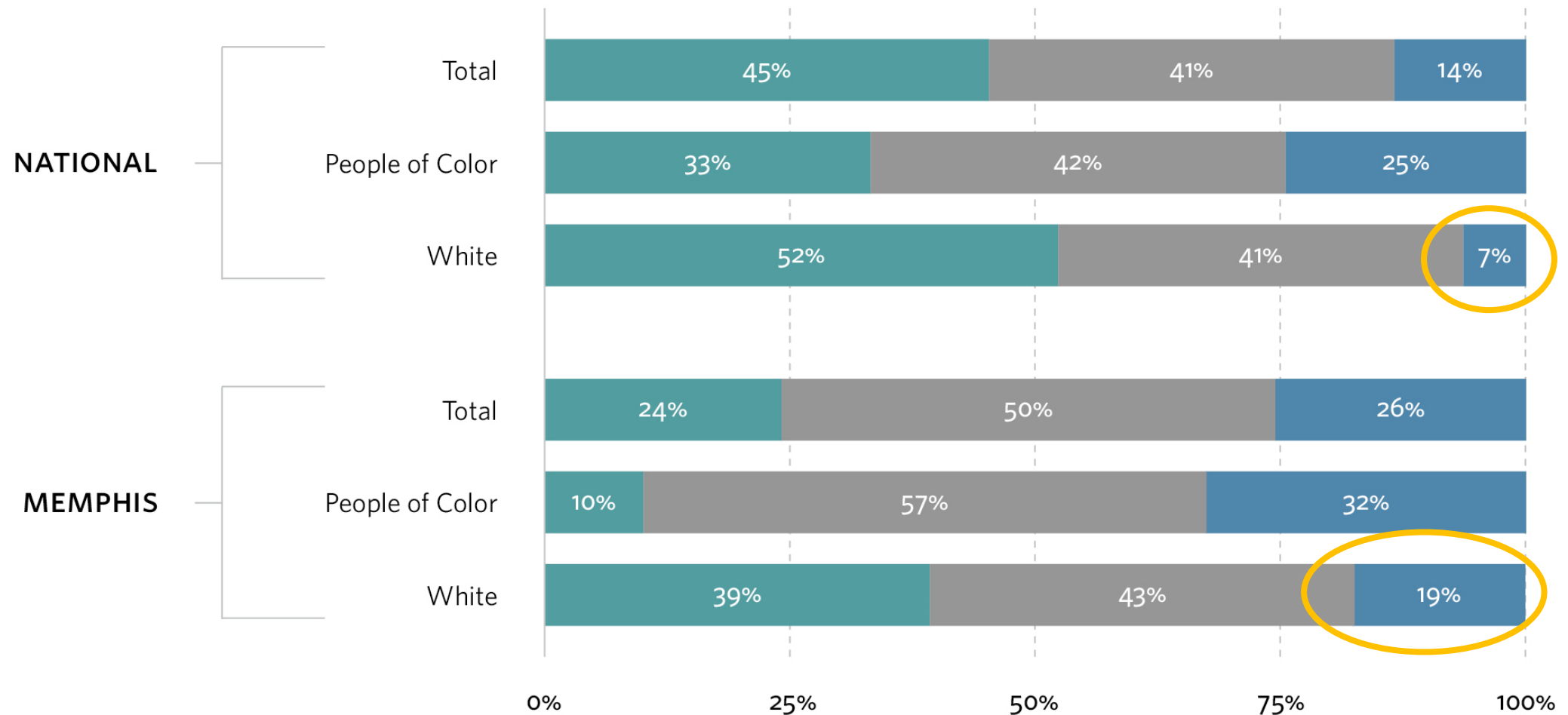
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Leadership Composition

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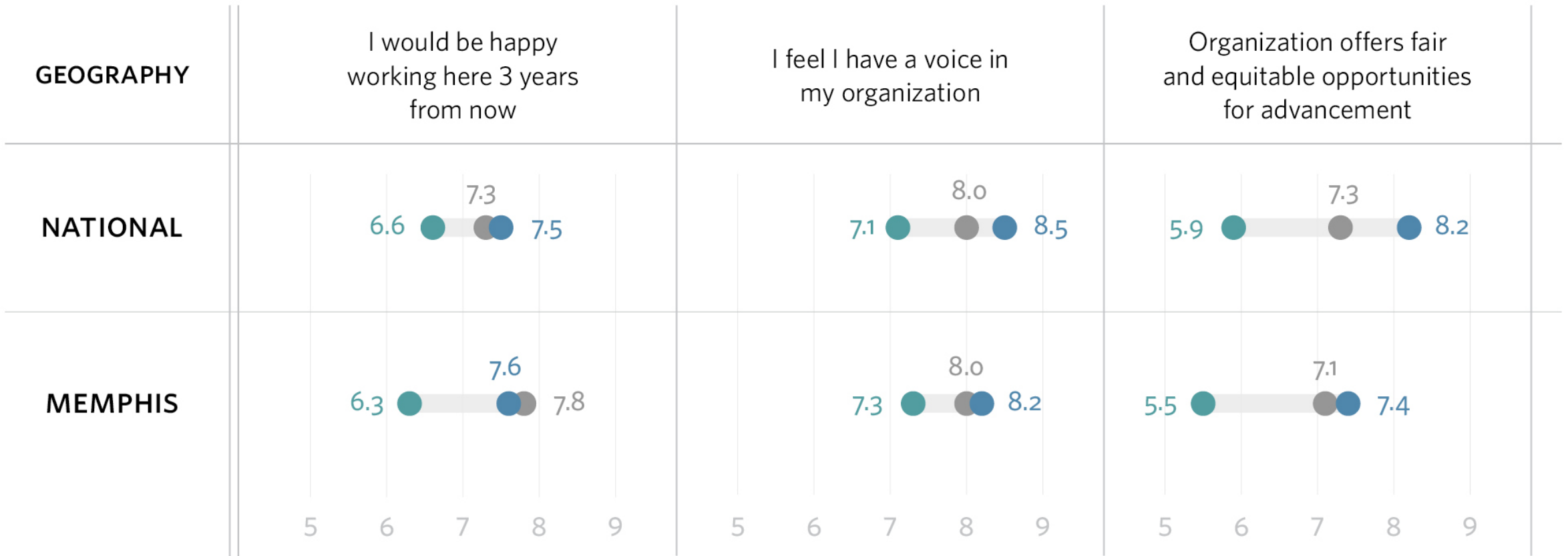


Statements on the Sector

WORKPLACE EXPERIENCES BY RACIAL COMPOSITION OF ORGANIZATIONAL LEADERSHIP

● WHITE-RUN: BOARD/LEADERS > 75% WHITE
 ● ALL OTHER COMPOSTIONS OF BOARD/LEADERS
 ● POC-LED: BOARD/LEADERS > 50% POC

AVERAGE RESPONSES ON A SCALE OF 1-10

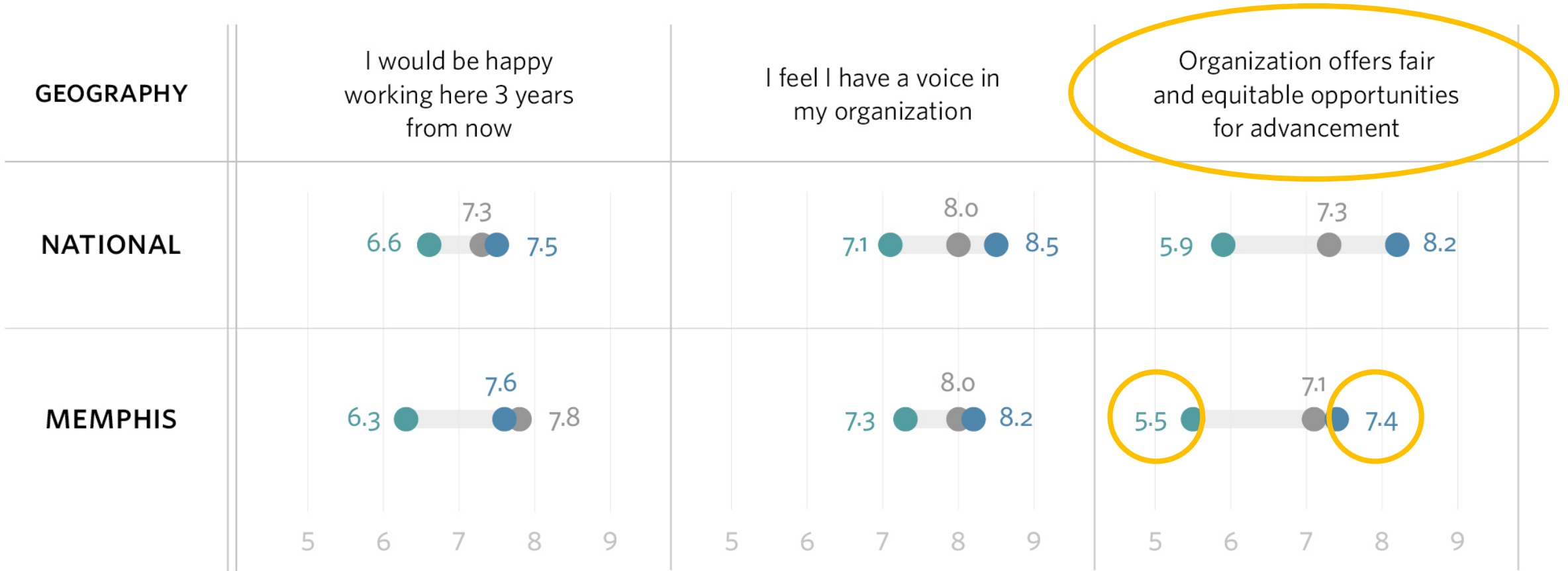


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AVERAGE RESPONSES ON A SCALE OF 1-10





3. Organizational Funding

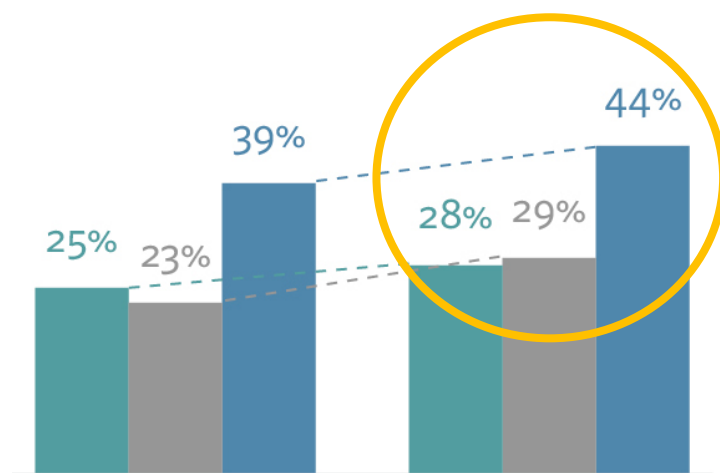
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Budget by Organizational Leadership

ORGANIZATION BUDGET BY ORGANIZATION TYPE

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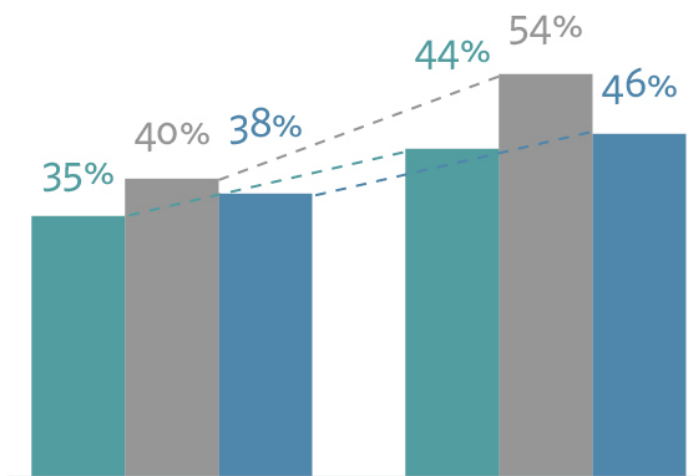
\$1,000,000 or Less



NATIONAL

MEMPHIS

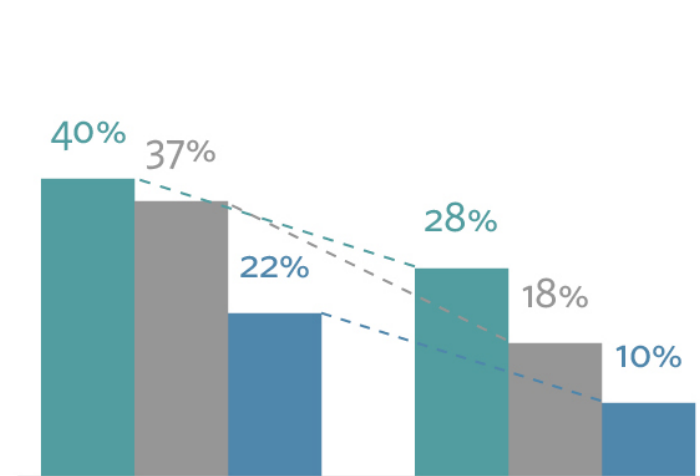
\$1,000,001 – \$5,000,000



NATIONAL

MEMPHIS

More than \$5,000,000



NATIONAL

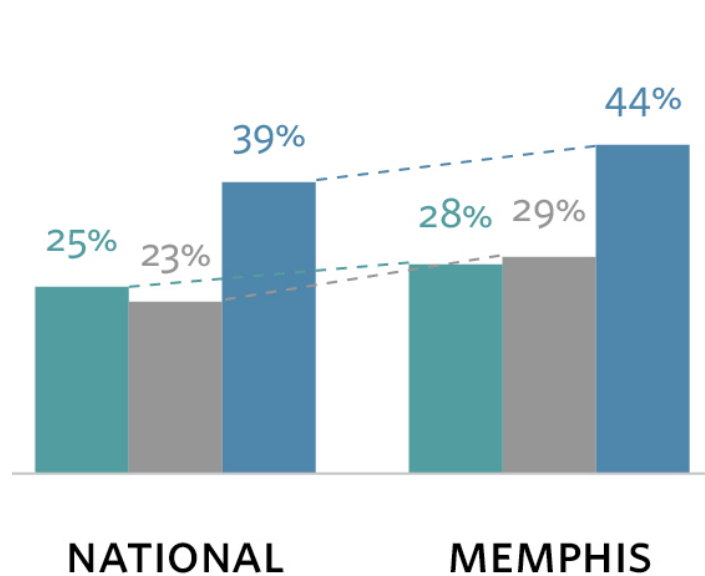
MEMPHIS

Budget by Organizational Leadership

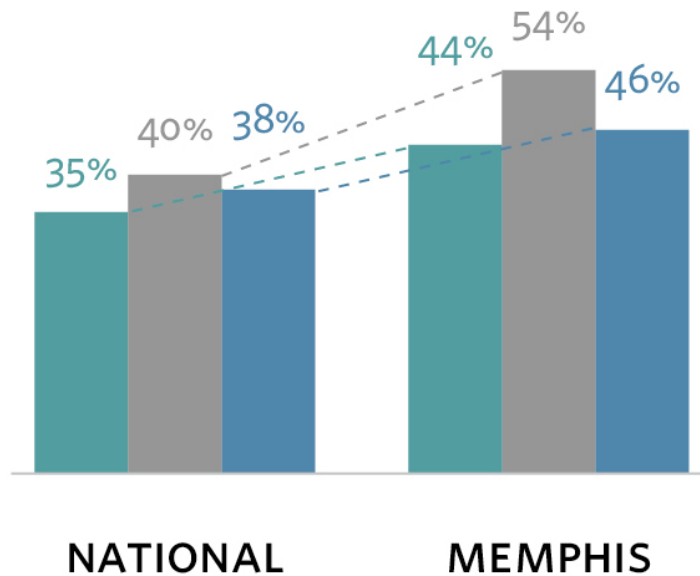
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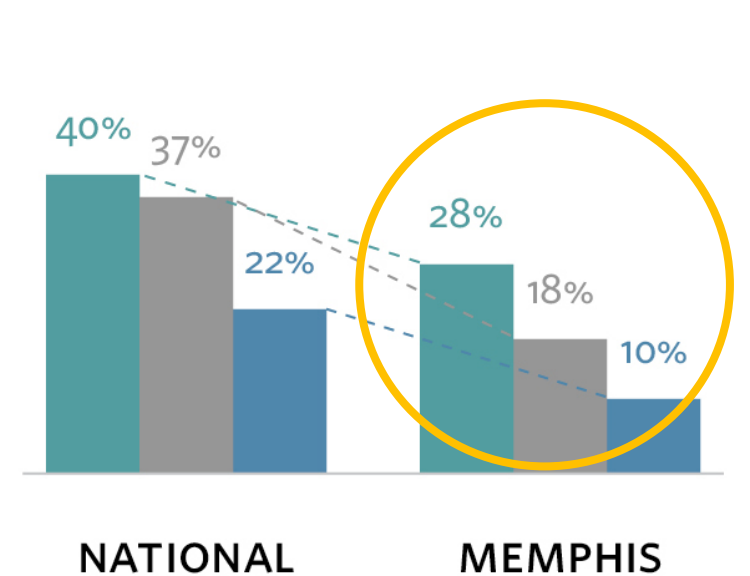
\$1,000,000 or Less



\$1,000,001 – \$5,000,000



More than \$5,000,000



Budget and Funding Issues

There are large pools of money that really are just a family controlled ... and you've got to know someone to get some money. There are other family foundations with a more transparent review process, but there is not a huge amount of funding available.

White Millennial/Generation Z focus group participant

Budget and Funding Issues

Funders are people who have great power, and [foundations are] run by people with great power, and so when it comes time to talk about issues along these lines [of race], we don't talk. People don't want to... be honest.

-CEO of color focus group participant

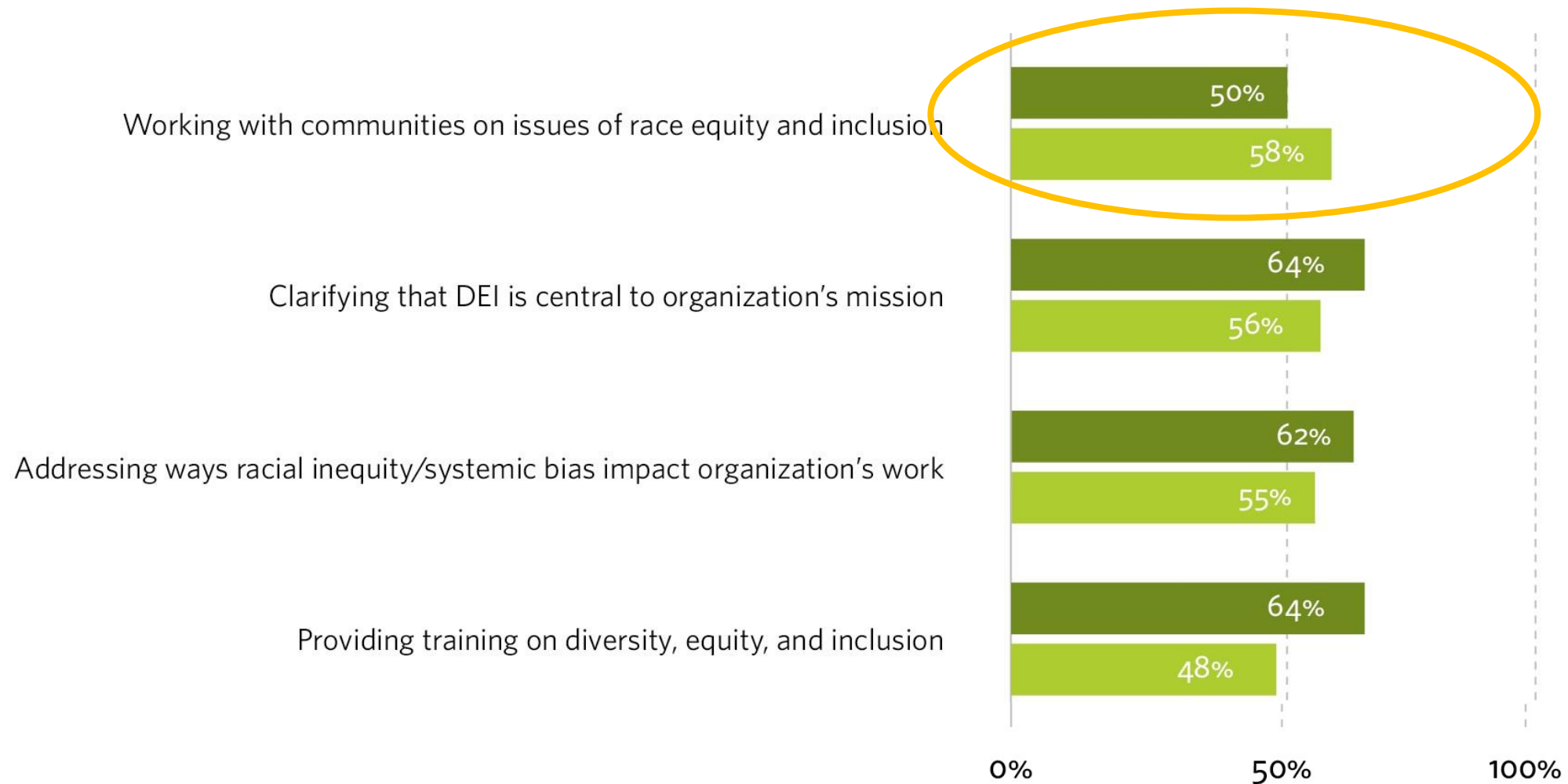
4. DEI Efforts in Organizations

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DEI Initiatives

CURRENT DEI INITIATIVES

■ NATIONAL ■ MEMPHIS



DEI Initiatives

CURRENT DEI INITIATIVES

● NATIONAL ● MEMPHIS



Beyond Recruitment

You can recruit all the people of color you want, but ... it seems like there is a lack of understanding that just putting people in the space doesn't change the space. The space has to change.

POC Millennial/Generation Z Focus Group Participant

Opportunities for Organizations

- Leadership taking a stand
 - Assessing the experiences of POC
 - Ensuring all stakeholders understand the historic structures undergirding racism
 - Creating policies and practices that ensure equity
 - Address racism and other forms of discrimination where it may occur;
- Assuring that leadership (including Boards) reflects the community served and that leaders of color have real voice and power
- Creating benchmarks and continuously measuring results

Opportunities for the Sector

- Funders financially supporting and scaling-up POC-led organizations
- Funders and nonprofits, in partnership with each other and community, engaging in systems change work and advocacy to address inequities

Contact Us

Sean Thomas-Breitfeld

sthomas-breitfeld@buildingmovement.org

Tessa Constantine

tconstantine@buildingmovement.org

Find our reports at racetolead.org