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

**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
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.
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

Join the Conversation @BldingMovement  #RaceToLead
Who Took the Survey

RACE/ETHNICITY

National

- 59% White
- 41% People of Color

- 14% African American/Black
- <1% Arab American
- 7% Asian American
- 10% Latinx/Hispanic
- 1% Native American/Indigenous
- 8% Multiracial
- 1% Other

Memphis

- 48% White
- 52% People of Color

- 48% African American/Black
- 2% Latinx/Hispanic
- 2% Multiracial
Who Took the Survey

**RACE/ETHNICITY**

- **PEOPLE OF COLOR**
- **WHITE**

### National
- 41% White
- 59% People of Color
- 14% African American/Black
- <1% Arab American
- 7% Asian American
- 10% Latinx/Hispanic
- 1% Native American/Indigenous
- 8% Multiracial
- 1% Other

### Memphis
- 48% White
- 52% People of Color
- 48% African American/Black
- 2% Latinx/Hispanic
- 2% Multiracial
Race and Gender

GENDER IDENTITY

- WOMEN*
- MEN*
- GENDER NON-BINARY/NON-CONFORMING/GENDEROQUEER

* Both cisgender and transgender respondents are included in the “women” and “men” categories.
Race and Gender

NATIONAL
- WOMEN OF COLOR: 6%
- WHITE WOMEN: 10%
- MEN OF COLOR: 1%
- WHITE MEN: 48%
- GENDER NON-BINARY/GENDER NON-CONFORMING/GENDERQUEER POC: 2%
- GENDER NON-BINARY/GENDER NON-CONFORMING/GENDERQUEER WHITE: 33%

MEMPHIS
- WOMEN OF COLOR: 8%
- WHITE WOMEN: 7%
- MEN OF COLOR: 41%
- WHITE MEN: 43%
- GENDER NON-BINARY/GENDER NON-CONFORMING/GENDERQUEER POC: 1%
- GENDER NON-BINARY/GENDER NON-CONFORMING/GENDERQUEER WHITE: 8%
Age and Generation

AGE/GENERATION

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

NATIONAL
- 47% (MILLIONALS)
- 34% (GENERATION X)
- 19% (BABY BOOMERS/OLDER LEADERS)

MEMPHIS
- 47% (MILLIONALS)
- 33% (GENERATION X)
- 20% (BABY BOOMERS/OLDER LEADERS)
Educational Background

EDUCATIONAL ATTAINMENT

- Bachelor’s Degree:
  - National: 40%
  - Memphis: 39%

- Master’s Degree (or more):
  - National: 52%
  - Memphis: 54%
Roles

CURRENT ROLE/POSITION

NATIONAL | MEMPHIS

Executive Director/CEO: 23% National, 25% Memphis
Senior Manager/Director: 31% National, 35% Memphis
Middle Manager: 20% National, 17% Memphis
Line/Administrative Support: 26% National, 23% Memphis
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
Aspirations to Become an ED/CEO

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

- **Definitely/Probably Yes**
  - National: 52% People of Color, 37% White
  - Memphis: 57% People of Color, 42% White

- **Maybe**
  - National: 25% People of Color, 28% White
    - 19% White
    - 26% White
  - Memphis: 35% People of Color, 24% White
    - 24% White
    - 32% White

- **Definitely/Probably No**
  - National: 24% People of Color, 35% White
  - Memphis: 24% People of Color, 32% White
Access to Mentors

**ROLE MODELS AND MENTORS**

<table>
<thead>
<tr>
<th>Mentors within</th>
<th>Mentors outside</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>National</strong></td>
<td><strong>Memphis</strong></td>
</tr>
<tr>
<td>People of Color</td>
<td>48%</td>
</tr>
<tr>
<td>White</td>
<td>56%</td>
</tr>
<tr>
<td>People of Color</td>
<td>55%</td>
</tr>
<tr>
<td>White</td>
<td>29%</td>
</tr>
<tr>
<td>People of Color</td>
<td>38%</td>
</tr>
<tr>
<td>White</td>
<td>40%</td>
</tr>
</tbody>
</table>

I *had* mentors **within** my job/organization

I *need* mentors **within** my job/organization

I *had* mentors **outside** my job/organization

I *need* mentors **outside** my job/organization
Access to Mentors

ROLE MODELS AND MENTORS

- **People of Color**
- **White**

<table>
<thead>
<tr>
<th>National</th>
<th>Memphis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Had mentors within my job/organization</td>
<td>Had mentors within my job/organization</td>
</tr>
<tr>
<td>48%</td>
<td>56%</td>
</tr>
<tr>
<td>56%</td>
<td>58%</td>
</tr>
<tr>
<td>Need mentors within my job/organization</td>
<td>Need mentors within my job/organization</td>
</tr>
<tr>
<td>38%</td>
<td>35%</td>
</tr>
<tr>
<td>29%</td>
<td>33%</td>
</tr>
<tr>
<td>Had mentors outside my job/organization</td>
<td>Had mentors outside my job/organization</td>
</tr>
<tr>
<td>58%</td>
<td>55%</td>
</tr>
<tr>
<td>55%</td>
<td>55%</td>
</tr>
<tr>
<td>Need mentors outside my job/organization</td>
<td>Need mentors outside my job/organization</td>
</tr>
<tr>
<td>45%</td>
<td>46%</td>
</tr>
<tr>
<td>40%</td>
<td>38%</td>
</tr>
</tbody>
</table>
Impact of Race on Career Advancement

Impact of Race on Career Advancement by Race/Ethnicity

NATIONAL

- People of Color: 49%
- White: 29%
- Negative Impact: 4%
- No Impact: 18%
- Positive Impact: 32%

MEMPHIS

- People of Color: 52%
- White: 34%
- Negative Impact: 5%
- No Impact: 20%
- Positive Impact: 28%
Impact of Networks on Career Advancement

Impact of Networks on Career Advancement by Race/Ethnicity

**National**
- **People of Color**: 9% Negative Impact, 17% No Impact, 74% Positive Impact
- **White**: 5% Negative Impact, 15% No Impact, 80% Positive Impact

**Memphis**
- **People of Color**: 10% Negative Impact, 17% No Impact, 73% Positive Impact
- **White**: 4% Negative Impact, 10% No Impact, 87% Positive Impact

Person of Color: 
- Negative Impact
- No Impact
- Positive Impact

White: 
- Negative Impact
- No Impact
- Positive Impact
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
### Leadership Composition

<table>
<thead>
<tr>
<th>Racial Composition of Staff in Top Leadership Roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>LESS THAN 25% POC</td>
</tr>
<tr>
<td>-------------------</td>
</tr>
<tr>
<td>LESS THAN 25% POC</td>
</tr>
<tr>
<td>25-49% POC</td>
</tr>
<tr>
<td>50-74% POC</td>
</tr>
<tr>
<td>75-100% POC</td>
</tr>
</tbody>
</table>

Racial Composition of Board of Directors

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

The shaded squares indicate the racial composition of the board of directors in different percentage ranges.
Leadership Composition

**Organization Types by Race/Ethnicity of Respondents**

- **White-run: Board/Leaders > 75% White**
- **All Other Compositions of Board/Leaders**
- **POC-led: Board/Leaders > 50% POC**

### National

- **Total**
  - White: 45%
  - People of Color: 41%
  - POC: 14%

- **People of Color**
  - 33%

- **White**
  - 52%

### Memphis

- **Total**
  - White: 24%
  - People of Color: 50%
  - POC: 26%

- **People of Color**
  - 10%

- **White**
  - 39%
Leadership Composition

**Organizations Types by Race/Ethnicity of Respondents**

- **White-Run**: Board/Leaders > 75% White
- **All Other Compositions of Board/Leaders**: Mixed races
- **POC-Led**: Board/Leaders > 50% POC

### National

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
<th>White</th>
<th>People of Color</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
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### Memphis

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<tr>
<th>Category</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
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<td></td>
</tr>
<tr>
<td><strong>People of Color</strong></td>
<td>26%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

0% 25% 50% 75% 100%
Leadership Composition

ORGANIZATION TYPES BY RACE/ETHNICITY OF RESPONDENTS

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

NATIONAL

- Total: 45% WHITE, 41% ALL OTHER, 14% POC
- People of Color: 33% WHITE, 42% ALL OTHER, 25% POC
- White: 52% WHITE, 41% ALL OTHER, 7% POC

MEMPHIS

- Total: 24% WHITE, 50% ALL OTHER, 26% POC
- People of Color: 10% WHITE, 57% ALL OTHER, 32% POC
- White: 39% WHITE, 43% ALL OTHER, 19% POC
## Statements on the Sector

### Workplace Experiences by Racial Composition of Organizational Leadership

<table>
<thead>
<tr>
<th>GEOGRAPHY</th>
<th>I would be happy working here 3 years from now</th>
<th>I feel I have a voice in my organization</th>
<th>Organization offers fair and equitable opportunities for advancement</th>
</tr>
</thead>
<tbody>
<tr>
<td>NATIONAL</td>
<td><img src="chart1" alt="Bar Chart" /></td>
<td><img src="chart2" alt="Bar Chart" /></td>
<td><img src="chart3" alt="Bar Chart" /></td>
</tr>
<tr>
<td>MEMPHIS</td>
<td><img src="chart4" alt="Bar Chart" /></td>
<td><img src="chart5" alt="Bar Chart" /></td>
<td><img src="chart6" alt="Bar Chart" /></td>
</tr>
</tbody>
</table>

*Average responses on a scale of 1-10*
## Statements on the Sector

### Workplace Experiences by Racial Composition of Organizational Leadership

<table>
<thead>
<tr>
<th>Geography</th>
<th>I would be happy working here 3 years from now</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>National</strong></td>
<td>6.6 (White-run)</td>
<td>7.1 (POC-led)</td>
<td>5.9 (POC-led)</td>
</tr>
<tr>
<td></td>
<td>73 (All other)</td>
<td>8.0 (POC-led)</td>
<td>7.3 (POC-led)</td>
</tr>
<tr>
<td></td>
<td>7.5 (POC-led)</td>
<td>8.5 (POC-led)</td>
<td>8.2 (POC-led)</td>
</tr>
<tr>
<td><strong>Memphis</strong></td>
<td>6.3 (White-run)</td>
<td>7.3 (POC-led)</td>
<td>5.5 (POC-led)</td>
</tr>
<tr>
<td></td>
<td>7.6 (All other)</td>
<td>8.0 (POC-led)</td>
<td>7.1 (POC-led)</td>
</tr>
<tr>
<td></td>
<td>7.8 (POC-led)</td>
<td>8.2 (POC-led)</td>
<td>7.4 (POC-led)</td>
</tr>
</tbody>
</table>

Average responses on a scale of 1-10.
3. Organizational Funding
Budget by Organizational Leadership

**Organization Budget by Organization Type**

<table>
<thead>
<tr>
<th></th>
<th>WHITE-RUN: BOARD/LEADERS &gt; 75% WHITE</th>
<th>ALL OTHER COMPOSITIONS OF BOARD/LEADERS</th>
<th>POC-LED: BOARD/LEADERS &gt; 50% POC</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,000,000 or Less</td>
<td>25%</td>
<td>39%</td>
<td>44%</td>
</tr>
<tr>
<td></td>
<td>23%</td>
<td>28%</td>
<td>29%</td>
</tr>
<tr>
<td>NATIONAL</td>
<td>25%</td>
<td>39%</td>
<td>44%</td>
</tr>
<tr>
<td>NATIONAL</td>
<td>28%</td>
<td>29%</td>
<td>29%</td>
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<tr>
<td>MEMPHIS</td>
<td>28%</td>
<td>29%</td>
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<tr>
<td>MEMPHIS</td>
<td>28%</td>
<td>29%</td>
<td>29%</td>
</tr>
<tr>
<td>$1,000,001 – $5,000,000</td>
<td>35%</td>
<td>40%</td>
<td>54%</td>
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<tr>
<td></td>
<td>38%</td>
<td>44%</td>
<td>54%</td>
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<tr>
<td>NATIONAL</td>
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<td>40%</td>
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<td>38%</td>
<td>44%</td>
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<tr>
<td>MEMPHIS</td>
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<td>44%</td>
<td>54%</td>
</tr>
<tr>
<td>MEMPHIS</td>
<td>38%</td>
<td>44%</td>
<td>54%</td>
</tr>
<tr>
<td>More than $5,000,000</td>
<td>40%</td>
<td>37%</td>
<td>28%</td>
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<tr>
<td></td>
<td>22%</td>
<td>18%</td>
<td>10%</td>
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<td>37%</td>
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</table>
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
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

Join the Conversation @BuildingMovement #RaceToLead
DEI Initiatives

CURRENT DEI INITIATIVES

<table>
<thead>
<tr>
<th>Initiative</th>
<th>NATIONAL</th>
<th>MEMPHIS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working with communities on issues of race equity and inclusion</td>
<td>50%</td>
<td>58%</td>
</tr>
<tr>
<td>Clarifying that DEI is central to organization’s mission</td>
<td>64%</td>
<td>56%</td>
</tr>
<tr>
<td>Addressing ways racial inequity/systemic bias impact organization’s work</td>
<td>62%</td>
<td>55%</td>
</tr>
<tr>
<td>Providing training on diversity, equity, and inclusion</td>
<td>64%</td>
<td>48%</td>
</tr>
</tbody>
</table>
DEI Initiatives

CURRENT DEI INITIATIVES

- **Increasing representation on board and advisory committees**
  - National: 58%
  - Memphis: 47%

- **Developing new recruitment strategies to increase diversity**
  - National: 49%
  - Memphis: 33%

- **Measuring organizational diversity**
  - National: 47%
  - Memphis: 26%
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

Join the Conversation @BuildingMovement  #RaceToLead
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

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tconstantine@buildingmovement.org

Find our reports at racetolead.org