Finding the Way:

The Journey Toward Diversity, Equity, and Inclusion for Boards of Directors of Rochester Area Nonprofits

Survey Facts and Findings

Conducted by the Center for Community Engagement at St. John Fisher College

July 2021
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Section 1: Background

As part of an ambitious racial justice initiative, the Center for Community Engagement (CCE) has undertaken a survey of diversity, equity, and inclusion among local nonprofit boards of directors in the greater Rochester area. This work was completed in consultation with the Urban League’s Interrupt Racism Initiative, the Council of Agency Executives, the Greater Rochester Black Agenda Group, and the United Way of Greater Rochester. The Center for Community Engagement wishes to thank all who assisted with this project, as well as the scores of nonprofit organizations who responded to this extensive survey.

The survey has several goals:

- To establish accurate baseline information of current board composition with regard to race;
- Learn the current extent of diversity in local board leadership;
- Identify promising local strategies or practices;
- Document challenges faced by local nonprofits in achieving and sustaining diversity and inclusion;
- Identify tools that would be helpful to local nonprofits in this work; and
- Assess the degree to which local nonprofits understand racial inequality in the community, and the degree to which local nonprofits seek to address these inequalities.

Community Fellows at CCE designed a detailed survey to obtain the information needed to meet these goals. The survey was sent by email to hundreds of nonprofit organizations. It was completed during April and May of 2021. A copy of the full survey is included as Appendix A.

This survey considered only racial and ethnic diversity. Other forms of diversity, such as gender, ability status, sexual orientation, and religion are important, but are not the focus of this project. For this report, the terms minority, minorities, and people of color refer to the aggregate numbers or percentages of African Americans, Latinx, Asians, Native Americans and those described as “other” races.

Section 2: Respondents

Respondents were recruited using the CCE database and the membership roster of the Council of Agency Executives. Respondents were advised that their individual responses would be kept confidential, except for information they specifically authorized for disclosure.

Eighty-one organizations responded with 72 submitting complete or nearly complete responses. Aggregated, these organizations employ more than 12,200 employees and are governed by 1,300 board of director members.

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**About CCE**

The mission of the Center for Community Engagement (CCE) at St. John Fisher College is to enhance nonprofit leadership by providing programs and resources that strengthen the capabilities of boards of directors and professional staff. Special emphasis is placed on the needs of small and midsize organizations. Among CCE’s programs is the Board Leadership Seminar and the Nonprofit Management Certificate Program.

For more information:  
http://www.cce-rochester.org/
While not a scientific instrument, the survey is likely the most detailed study of board diversity status and practices among Rochester area nonprofit organizations. The survey included an excellent cross section of nonprofit organizations in the region. It included a good mix of organizations by budget size, with larger organizations representing about 35% of the respondents and other sizes about evenly represented (see Chart 1 below).

The survey also revealed a good mix of service areas. Respondents were asked to identify up to three functional areas. Twenty different service functions were included in the responses. Human service and health organizations had the highest representation (see Chart 2 above). See Appendix B for a full list of service functions represented.

Section 3: Summary of Findings and Observations:

1. On average, there was a slight underrepresentation of minorities as board members when compared with the Monroe County population. However, the variation among respondents was striking. 31% of respondents to the board membership questions had high minority representation (30% or more). On the other side of the scale, 27% of respondents reported less than 10% representation. Looking at numbers instead of percentages, 31% of organizations reported having 0 or 1 minority member on their board. [See pages 4-6, including Table 2.]

2. There is a greater underrepresentation of minorities as board officers. 81% of all officers were non-Latinx Whites. All minority groups were underrepresented. [See page 6, including Chart 4.]

3. There is a major underrepresentation of the rapidly growing Latinx population at all levels of board participation. [See Charts 3, 4, & 5 on pages 5-7.]
4. Pre-established board qualifications, such as religion, client representation, geography, and professions, present a difficult challenge in achieving racial and ethnic diversity. [See page 7.]
5. Many organizations shared their best practices. [See pages 8-10.] Some organizations noted that specific strategies were not as important to success as was their long-term journey involving multiple approaches and continuous commitment.
6. The role of the CEO and effective board-CEO collaboration are important to the organizations surveyed. [See page 8, including Table 3.]
7. Awareness of our region’s inequalities is broad among board members, executive committee members and board officers. However, detailed knowledge of the full extent and root causes of these inequalities is limited. [See pages 11 & 12, including Table 4.]
8. About half of responding organizations cited board actions taken in response to regional racial and ethnic inequalities. A small number of organizations reported comprehensive responses including, board and staff training, board and staff diversity, program adjustments, advocacy, and participation in community-wide efforts. [See pages 12 & 13 and Appendix C.]
9. Organizations expressed a strong interest in additional training and networking opportunities. [See page 10.]

Section 4: Board Membership

Of the 1,316 authorized board positions, 1,030 were reported as being currently filled. Sixty-seven organizations provided detailed information on the race and ethnicity of their current board members. These organizations reported 801 board members as non-Latinx White (78% of all), and 229 board members as being from a racial or ethnic group typically described as minority (22% of all).

The reported racial and ethnic representation of all groups is shown in Table 1 below.

<table>
<thead>
<tr>
<th>Racial/Ethnic Group</th>
<th>Number</th>
<th>Percent of All</th>
</tr>
</thead>
<tbody>
<tr>
<td>White, non-Latinx</td>
<td>801</td>
<td>78%</td>
</tr>
<tr>
<td>African American</td>
<td>140</td>
<td>14%</td>
</tr>
<tr>
<td>Latinx</td>
<td>54</td>
<td>5%</td>
</tr>
<tr>
<td>Asian</td>
<td>26</td>
<td>2%</td>
</tr>
<tr>
<td>Native American or Native Alaskan</td>
<td>1</td>
<td>.1%</td>
</tr>
<tr>
<td>Other</td>
<td>8</td>
<td>1%</td>
</tr>
<tr>
<td>All</td>
<td>1,030</td>
<td>100%</td>
</tr>
</tbody>
</table>

Looking at the distribution of organizations by representation, we find a wide variation (Table 2). 21 organizations (31% of 67 respondents to this question) reported minority representation of 30% or higher, while 18 organizations (27%) reported less than 10%. Looking at numbers instead of percentages, there are 10 organizations with no minority representation and another 11 with only one minority member. This means that 31% of all respondents have 0 or 1 minority member on their board.
Organization size is only a moderate indicator of diversity based on this survey. Both the high and low representation cohorts described above have organizations from all budget size categories (Chart 1). For the high representation cohort, 41% are from the largest budget category (more than $10 million). For the low representation cohort, 17% are from the smallest budget category (less than $500,000).

There is no generally accepted standard against which to judge the adequacy of diversity. Some boards have membership requirements that reflect specific populations served, such as professional groups, religions, geographic areas, and other characteristics. This is discussed further in Section 6 of this report.

For the purposes of this study we will consider the degree to which nonprofits reflect the general population. Regardless of the organization’s function, a racially representative board will provide the diversity of perspectives needed to help any organization effectively fulfill its mission.

Chart 3 illustrates the survey results for each racial and ethnic group as compared with the most recent Census data for Monroe County.

<table>
<thead>
<tr>
<th>Percent of Board Members Who Are Minorities</th>
<th>Representation Cohort</th>
<th>Number of Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>50 % or more</td>
<td>High Representation</td>
<td>5</td>
</tr>
<tr>
<td>40 - 49%</td>
<td>High Representation</td>
<td>4</td>
</tr>
<tr>
<td>30 - 39%</td>
<td>High Representation</td>
<td>12</td>
</tr>
<tr>
<td>20 - 29%</td>
<td>Mid-Level Representation</td>
<td>10</td>
</tr>
<tr>
<td>10 - 19%</td>
<td>Mid-Level Representation</td>
<td>18</td>
</tr>
<tr>
<td>Less than 10%, but not 0</td>
<td>Low Representation</td>
<td>8</td>
</tr>
<tr>
<td>0</td>
<td>Low Representation</td>
<td>10</td>
</tr>
</tbody>
</table>

Chart 3: Monroe County Population and Board Member Representation
Non-Latinx Whites are overrepresented and most other groups are underrepresented. Interestingly, African Americans are only slightly underrepresented. But this is an aggregate measure influenced by large representation at a relatively small number of organizations. There are 20 organizations with no African American representation, and 10 additional organizations with only 1 African American. These two groups account for 45% of all organizations who responded to this section of the survey.

Latinx and Asian representation lag significantly.

Section 5: Board Leadership

The survey delved into the issue of including people of diverse backgrounds in board leadership roles, specifically as board officers and committee chairs. At the highest level of board leadership – officers – the survey revealed lower levels of diversity than in board membership. Non-Latinx Whites comprised 81% of board officers, as compared to 78% of board members and 70% of the general population. Both African American and Latinx board officers were underrepresented when compared with board membership and with the general population (see Chart 4). For Asians, Native Americans, and other minority groups, the numbers are too small to draw conclusions (only 3 board officers were reported for these groups in aggregate).

A more promising finding comes into view when looking at committee chairs (Chart 5). Representation among committee chairs is higher for both African Americans and Latinx when compared to board membership, and for African Americans, slightly exceeds representation in the general population. Again, for Asians, Native Americans, and other minority groups, the numbers are too small to draw conclusions.
A potentially optimistic explanation for this result is that organizations have recently stepped up their efforts at diversity and inclusion. Greater representation at the committee chair level may reflect these efforts, and may result in improved future representation at the officer level. This potential is reinforced by some respondent comments included in the survey that basically say “We are working on it.”

Asked if minorities were included in other leadership capacities, respondents noted key committee assignments (7 responses), service as liaisons to community initiatives, and service as regional representative for the organization.

**Section 6: Policies, Practices, and Initiatives**

**Bylaws and Formal Policies**

56 responses were received to the question asking about bylaws or formal requirements for diversity. Most indicated there are no formal requirements for diversity, although many cited general diversity statements or governance committee efforts. Only 3 respondents noted formal bylaws or governing documents that cite diversity as a goal. All 3 of these were in the **upper half** on board diversity by race and ethnicity.

When queried about constituent or other board membership requirements, 19 respondents noted bylaws requirements to include constituents, specific professional expertise, religions, or geographic areas on their boards. 12 of these 19 (63%) rank in the **lower half** on board diversity by race and ethnicity. This suggests that these types of qualifications present a challenge to achieving diversity. However, it is important to note that some organizations achieved significant racial and ethnic diversity even while meeting other rigorous membership requirements.
Organizational Goals and Responsibility

Of the 60 responses to the question: “Does your board have established goals to create greater racial diversity,” 32 simply indicated “no,” although 6 of those added “working on it.” Of the 28 “yes” responses, only 2 cited actual numeric goals. Most “yes” responses referred to board efforts to improve recruitment, training, and retention (3 responses), networking and outreach (2 responses), requiring the nominating/governance committee to focus on the issue, conducting a self-assessment, and developing a board work plan.

When asked where plans were codified, the most frequent response was the strategic plan (13 responses), while others cited the nominating/governance committee work plan (3 responses), directive of the board chair (2 responses), bylaws (1 response), and the CEO performance plan (1 response).

When queried about who was responsible for implementing organizational diversity plans and goals, responses were quite varied. 27 organizations cited that responsibility was placed in a single point, with 7 variations on that point, while 15 organizations cited multiple combinations of responsibilities. About 25 organizations did not respond to this question. Table 3 below summarizes the organizational responsibility responses.

<table>
<thead>
<tr>
<th>Single Point of Responsibility</th>
<th>Shared Points of Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO</td>
<td>Board and CEO</td>
</tr>
<tr>
<td>Nominating/Governance Committee</td>
<td>Executive Committee and CEO</td>
</tr>
<tr>
<td>Board Chair</td>
<td>Nominating/Governance Committee and CEO</td>
</tr>
<tr>
<td>Executive Committee</td>
<td>Nominating/Governance Committee and Executive Committee</td>
</tr>
<tr>
<td>Board as a Whole</td>
<td>CEO and Other Staff</td>
</tr>
<tr>
<td>DEI/Anti-Racism Committee</td>
<td></td>
</tr>
<tr>
<td>Staff (other than CEO)</td>
<td></td>
</tr>
</tbody>
</table>

Funder Requirements

When asked about funder requirements, only 1 organization noted an actual board diversity funding condition (from a national funder). 6 others felt diversity was encouraged by local funders and 8 others noted that information about board diversity was required.

Section 7: Best Practices, Challenges, and Tools

A. Best Practices

An important goal of the survey was to discover promising local strategies and practices that promote creating and sustaining diversity among nonprofit boards. The 18 suggestions offered fall into two categories: strategies specifically targeted to expanded recruitment; and those that involve broader diversity and inclusion objectives.
1. Strategies targeted to expand recruitment.
   - Used outside resources:
     o Community leaders
     o Professional consultants
     o Focus groups
     o United Way’s African American Leadership Development Program
     o Community advisory board
   - Established new or enhanced recruitment techniques:
     o Appointed 1 person of color for each White appointment until reaching the desired numbers
     o Set a goal to have 1/3 of the board consisting of people from diverse backgrounds
     o Used a matrix to ensure meeting professional mix as well as diversity
     o Made diversity recruitment a priority for the CEO
     o Focused on a “key” appointment to help with future appointments
   - Enhanced nominating/governance committee charge or capacity:
     o Appointed a person of color to the nominating committee
     o DEI professional on the board reviews the nominating process

2. Board recruitment as part of broader strategies.
   - Established a board DEI Committee
   - Established an organization-wide DEI program
   - Offered cultural competency training
   - Developed an anti-racist board policy
   - Set up a cultural inclusion council
   - Offered awareness training relating to racial inequities

A few organizations offered to share their experiences, indicating their successes came more from a journey rather than from specific strategies.

B. Challenges

Organizations offered numerous comments on the challenges they face in achieving and sustaining diversity on their boards.

- Finding diverse candidates who also meet pre-established requirements for board membership, such as geography, professions, religions, constituents, etc. (8 responses)
- Balancing diversity with other board recruitment needs (7 responses)
- Lack of cultural experience and natural connections by current board and staff (4 responses)
- Using current board members for referrals (3 responses)
- Finding people (3 responses)
• Our mission is (or is perceived to be) unappealing to people of color (3 responses)
• There is a lack of community-wide diversity among business executives, from whom we recruit (3 responses)
• Hard to recruit any board members (2 responses)

• Other comments focused on recruitment challenges:
  o Need to break out of established networks and social circles
  o Have good African American representation, but need more outreach to the Latinx community
  o While not racially diverse, we are diverse in gender, age and sexual orientation
  o Need to go beyond the “usual suspects” including the Asian American and Indigenous communities

• Stress from general challenges:
  o Fiscal sustainability occupies our board focus
  o COVID-19 has depleted our resources
  o Overwhelming (we are starting from scratch)
  o Many challenges, everything

• Two responses focused on the challenges of sustaining diversity
  o While we have had some recruitment success, we need to better integrate this with the work of our volunteers.
  o Sustaining diversity requires truly valuing people of diverse backgrounds and working with them to see the connection between their effort and the organization’s success

C. Tools

• Lists, database with demographic, professional, and geographic information (9 responses)
• Samples of organizations’ policies, plans, bylaws, etc. (7 responses)
• Training, including annual DEI targeted training (6 responses)
• “Pipeline” services that prepare and identify prospective board members (4 responses)
• Networking opportunities (4 responses)
• Experiences of other organizations (more than samples noted above)
• A webinar for board members on why this is important
• BoardStrong will help
• Open discussion
• Guidance for board and committee chairs
• Benchmarking
• Anything and everything, for small organization with no resources
Section 8: Awareness, Understanding, and Actions Relating to Racial Inequality in Greater Rochester

Awareness and Knowledge

Respondents were requested to assess the degree to which board members are aware and understand racial inequalities in the greater Rochester area. This was not a survey of board members, but an assessment made by the survey respondent. Respondents often were the CEO or other knowledgeable member of the organization. Separate responses were solicited for three groups: board chairs, executive committee members, and “most board members.”

As shown in Charts 6, 7, and 8 below, responses did not vary dramatically among the three groups. Awareness levels seem to be high, with only 4% of chairs, 2% of executive committee members, and 5% of most board members being considered as having little or no awareness. General awareness ranged from 21% to 24% for the three groups.

Knowledge levels varied a bit more, with executive committee members generally showing higher levels of knowledge (Table 4).

<table>
<thead>
<tr>
<th>Table 4: Knowledge of Racial Inequality in Greater Rochester</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledgeable in a single area</td>
</tr>
<tr>
<td>--------------------------------</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Knowledgeable in multiple areas</td>
</tr>
<tr>
<td>Detailed knowledge</td>
</tr>
</tbody>
</table>

Not surprisingly, rates go down when asked to assess knowledge of causes of our racial and ethnic inequalities (15% for board chairs, 13% for executive committee members, and 14% for most board members). And, rates decline further when asked to assess where Rochester compares with other regions in racial and ethnic inequalities (9% for board chairs, 7% for executive committee members, and 10% for most board members).
Actions

When asked if their boards have taken actions in response to racial and ethnic inequalities, 38 organizations listed a variety of such actions. These are listed below in 8 broad categories. Many organizations presented comments in multiple categories.
The 38 organizations listing actions represent about half of all survey respondents, yet the many actions they listed include some impressive efforts. A few organizations have been very comprehensive, taking actions with their boards, staff, programming, advocacy, and through participation in community-wide initiatives. Many other organizations have taken little or no actions.

These actions are summarized here and presented in detail in Appendix C. Every effort has been made to summarize these comments in the words of the respondent, but some editing was needed to streamline or clarify comments, and to assure confidentiality of the respondent.

1. Board level discussions and other general actions – 12 actions.

2. Implemented training and education for the board (and others in the organization) – 10 actions.

3. Created or enhanced a DEI or Anti-Racism program – 9 actions.

4. Adjusted organizational mission, program offerings, or strategies – 9 actions.

5. Focused the organizations cultural presentation, including images and language – 1 action.

6. Endorsed community initiatives through statements and participation – 18 actions.

7. Racial justice included in Strategic Plan – 5 actions.

8. Advocated for specific policy changes that reduce racial injustice – 1 action.

See Appendix C for a full listing of actions.

Section 9: Conclusions and Next Steps.

Many nonprofit organizations in the greater Rochester region have undertaken to create and sustain racial and ethnic diversity on their boards, among their board officers, and among committee chairs. Some organizations have reported impressive actions, while others are struggling. Many organizations in this survey reported expanded effort or interest as a result of local awareness efforts or national efforts such as the Black Lives Matter movement.

Organizations are encouraged to continue and expand their efforts. This report should help organizations in this work.

CCE will continue its focus on providing support for creating and sustaining board diversity. Specifically, CCE plans the following next steps.

- CCE will use the results of this survey in its upcoming board-level anti-racism initiative. This initiative will involve board-created change teams to assess organizational diversity, equity, and inclusion (DEI) needs and develop plans to meet these needs.
• CCE will communicate with existing nonprofit networking organizations about the potential for such organizations to form a nonprofit diversity, equity, and inclusion collaborative, with a focus on creating forums for ongoing information exchange, sponsoring training and networking opportunities, and hosting annual DEI conferences.

• CCE will distribute the survey results to the survey respondents and to its collaborating partners. CCE will also make it available on its website and assist other organizations with distribution and understanding of the survey.

• CCE plans to repeat the survey every two years, with a separate tracking of information for respondents from the initial cohort group. CCE will also investigate means of obtaining a more representative random sample for future survey administrations.

Notes:


2. According to the US Census, Monroe County’s Latinx population grew by 25.6% between 2010 and 2019 (American Community Survey, 1-year estimates), increasing from 7.3% of the total population to 9.2%. Over the same time period, the African American population grew by 3.0% and the Asian population by 5.5%. The non-Latinx White population declined by 4.1%.
Goals of this survey: Establish accurate baseline information of current board composition with regard to race; learn the degree of diversity in local board leadership; discover promising local strategies or practices; document challenges faced by local nonprofits in achieving and sustaining diversity and inclusion; identify tools that would be helpful to local nonprofits in this work; and learn the degree to which local nonprofits understand racial inequality in the community, and the degree to which local nonprofits seek to address these inequalities.

Confidentiality: As part of its broader work to expand diversity, equity and inclusion, CCE intends to publish a report based on aggregated information from this report. An organization may disclose its participation in the survey or keep it confidential (see part 7 for details). No information will be published that can be traced to a specific organization, except to the extent that the organization wishes to disclose information (see part 7 for details).

Who should complete the survey? We request that the survey be completed by a board or staff member of the organization with detailed knowledge of its board membership, policies, and practices. We estimate that it should take about 1 hour to complete.

Part 1: About the Organization
1. Organization name: ___________________________
2. Person completing: ___________________________
3. Email: ___________________________________________________________________
4. Primary function (check up to three): __ aging; __ animals; __ arts; __ children and youth; __ community services; __ education; __ higher education; __ emergency services; __ environment; __ food & nutrition; __ health; __ history; __ housing; __ human services; __ philanthropy; __ religion; __ transportation; __ women and girls; __ other (specify: ____________________________).
5. Approximate annual budget: ___ up to $500,000; ___ $500,000 to $1 million; ___ $1 million to $3 million; ___ $3 million to $10 million; ___ more than $10 million.
6. Number of full time employees: _______
7. Additional notes or comments: ___________________________________________________________________

Part 2: Board Membership
8. What is the total number of authorized board members? _______
9. How many people are currently on the board? _______
10. How long are board member terms? ___________________________
11. Of the current board members, how many are: _______ White (non-Latinx); _______ African American; _______ Latinx; _______ Asian; _______ Native American _______; Other (specify: ____________________________)
12. If there are term limits, please describe: ___________________________
Part 2: Board Membership (continued)

13. Describe any laws, bylaws, or formal board policies that require or foster board diversity (if any):____________________

________________________________________________________________________________________________________________________

14. Does your organization have any bylaws or formal policies that require board representation by constituent populations? ____ If so, please describe.

15. Describe any funding sources that require board diversity:

________________________________________________________________________________________________________________________

16. Additional notes or comments:________________________________________________________

Part 3: Board Leadership and Inclusion

17. Of the current board officers, how many are:

  ____White (non-Latinx); ____African American; ____Latinx; ____Asian; ____Native American____; Other (specify: ________________)

18. Of the current board committee chairs, how many are:

  ____White (non-Latino); ____African American; ____Latinx; ____Asian; ____Native American____; Other (specify: ________________)

19. Describe any other board leadership roles performed by African Americans, Latinx, Asians, Native Americans, or other racial minority members:

________________________________________________________________________________________________________________________

________________________________________________________________________________________________________________________

20. Does your board have any initiatives or practices to ensure full inclusion of board members from diverse backgrounds?

________________________________________________________________________________________________________________________

21. Additional notes or comments:________________________________________________________

Part 4: Diversity Initiatives

22. Does your board have established goals to create greater racial diversity? _______________

23. If so, please describe:

________________________________________________________________________________________________________________________

________________________________________________________________________________________________________________________

24. If so, how are such initiatives codified (Such as Bylaws, Strategic Plans, Board Chair Directives, etc.)?

________________________________________________________________________________________________________________________

25. Who (by title) is responsible to implement plans and monitor goals? _____________________________

26. Additional notes or comments:________________________________________________________
Part 5: Best Practices, Challenges, Tools

27. Does your organization have any board diversity practices or strategies that you think would help other organizations (see Part 7 about confidentiality and sharing of information)?

___________________________________________________________________________________________________

___________________________________________________________________________________________________

___________________________________________________________________________________________________

28. What challenges does your organization face in creating and sustaining board diversity?

___________________________________________________________________________________________________

___________________________________________________________________________________________________

___________________________________________________________________________________________________

29. What tools would be helpful to your organization in creating and sustaining board diversity?

___________________________________________________________________________________________________

___________________________________________________________________________________________________

___________________________________________________________________________________________________

30. Additional notes or comments:

___________________________________________________________________________________________________

___________________________________________________________________________________________________

___________________________________________________________________________________________________

Part 6: Understanding and Responding to Racial Inequality

31. How would you describe your board members’ awareness of racial inequality in greater Rochester (check all that apply)? Note: This is intended to be an assessment made by the survey preparer, not a poll of actual board members.

<table>
<thead>
<tr>
<th>Little or no awareness</th>
<th>Board Officers*</th>
<th>Executive Committee**</th>
<th>Most Board Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>General awareness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moderate knowledge in a single area (such as health or housing)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moderate knowledge in multiple areas</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Detailed knowledge</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knowledge of underlying causes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knowledge of how inequalities in the region compare with the nation</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Such as: the President; Vice President; Treasurer; Secretary  ** If no Executive Committee, leave blank

32. Has your board undertaken any actions in response to its awareness?

___________________________________________________________________________________________________

___________________________________________________________________________________________________

33. Has your board undertaken any other anti-racism actions?

___________________________________________________________________________________________________

34. Additional notes or comments:

___________________________________________________________________________________________________

___________________________________________________________________________________________________

___________________________________________________________________________________________________
Part 7: Confidentiality

35. May we publicly list your organization as having participated in this survey? _____yes; _____no.

36. No information will be published that can be traced to a specific organization, unless your organization would like to share certain information with others. If that is the case, please list that information here:

__________________________________________________________________________________________________

__________________________________________________________________________________________________

__________________________________________________________________________________________________

__________________________________________________________________________________________________

__________________________________________________________________________________________________

__________________________________________________________________________________________________

37. Please provide any additional comments about this survey or this topic.

__________________________________________________________________________________________________

__________________________________________________________________________________________________

__________________________________________________________________________________________________

__________________________________________________________________________________________________

__________________________________________________________________________________________________

Thank you for participating!
### Respondents by Service Function

<table>
<thead>
<tr>
<th>Service Function</th>
<th>Number of Organizations</th>
<th>Percent of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Services</td>
<td>12</td>
<td>17%</td>
</tr>
<tr>
<td>Health</td>
<td>12</td>
<td>17%</td>
</tr>
<tr>
<td>Education</td>
<td>8</td>
<td>11%</td>
</tr>
<tr>
<td>Children and Youth</td>
<td>6</td>
<td>8%</td>
</tr>
<tr>
<td>Arts</td>
<td>5</td>
<td>7%</td>
</tr>
<tr>
<td>Aging</td>
<td>4</td>
<td>5.5%</td>
</tr>
<tr>
<td>Philanthropy</td>
<td>4</td>
<td>5.5%</td>
</tr>
<tr>
<td>13 Others</td>
<td>21</td>
<td>29%</td>
</tr>
</tbody>
</table>

13 Others – Breakdown:

- Food and Nutrition     3 (4.2%)
- Addiction/Behavioral   2 (2.8%)
- Conflict Resolution    2 (2.8%)
- Environment            2 (2.8%)
- Emergency Services     2 (2.8%)
- Community Services     2 (2.8%)
- Research               2 (2.8%)
- Women and Girls        1 (1.4%)
- Religion               1 (1.4%)
- Cemetery               1 (1.4%)
- Employment and Training 1 (1.4%)
- Animals                1 (1.4%)
- Transportation         1 (1.4%)
Board Actions Taken in Response to Racial and Ethnic Inequalities in Greater Rochester
(See Section 7)

1. Board level discussions and other general actions:
   - Board members are very supportive of staff of color in terms of pay and leadership.
   - Board members active in marches as individuals.
   - Looked to the United Way for board referrals.
   - Our inclusion statement is front and center on our website.
   - Have had several board discussions on racial inequality and the actions we are taking or need to take.
   - Currently going through a facilitated DEI discussion.
   - We have recruited more black board members.
   - Approved program to ensure compliance with anti-discrimination law, including ongoing monitoring of operations to ensure equity.
   - DEI has been the topic of several board meetings.
   - We had a true focus on attracting diverse candidates for our recent CEO recruitment.
   - Have had discussions at our board meetings.
   - Doing everything possible to keep our program [serving basic needs] open despite COVID-19.

2. Implemented training and education for the board (and others in the organization):
   - Working with consultant to make the organization culturally proficient.
   - Working to educate ourselves.
   - We conduct annual training on systemic issues, and provide updates at every board meeting.
   - Participated in the United Way’s 21-Day Challenge (this comment was listed by 5 organizations).
   - Board is participating in a series focused on racial health and birth disparities.
   - Board read the book *Caste* and had a 2-hour discussion session about it.
   - Use regular board meetings to learn more about the intersection of race and gender.
   - Participated in cultural competency/health literacy training.
   - Attendance at a few webinars.
   - Conducted board development program on redlining in Rochester.

3. Created or enhanced a Diversity, Equity, and Inclusion (DEI) program or Anti-Racism program.
   - Established a DEI committee.
   - Established a DEI initiative.
   - Supported the organization’s DEI committee.
   - Working on a DEI statement and strategy.
   - Have facilitated discussions and appointed a committee to recommend next steps.
   - Have had several DEI trainings for the board.
   - Hired a DEI consultant.
   - Established a culture and inclusion council.
   - We are creating an anti-racism policy.
4. Adjusted organizational **mission, program offerings, or strategies:**

- Revamped our mission, values and programmatic strategies.
- Expanded focus on racial health equity.
- Targeted programs to brown and black populations.
- Added significantly discounted program admissions to SNAP recipients.
- Updated our program offering to require 20% representation from historically marginalized communities.
- We have bilingual staff.
- Address equity through grant making.
- Our signature program addresses much of this [racial justice] in detail.
- Supported grants and community leadership to address racial inequality.

5. Focused on the organization’s **cultural presentation**, including images and language:

- Taking a more proactive look at racist language that might be present in program areas.

6. **Endorsed community initiatives** through statements and participation:

- Issued public statements to address racist practices.
- Supported the Greater Rochester Black Agenda Group’s statement of racism as a health crisis.
- Supported the Greater Rochester Black Agenda Group’s declaration.
- The board is supportive of speaking out on the harm of racial injustice.
- Adopted the Greater Rochester Black Agenda Group’s declaration.
- We make children a priority by being affirmatively anti-racist.
- Service on the RMAPI Steering Committee.
- Service on RMAPI and Roc the Future boards.
- CEO issued letter about not discriminating based on race.
- Issued a public statement on incidents of racial violence and injustice.
- After long discussion, put out a statement [about racism].
- Supported regional efforts for diversity through statements of support.
- Supported community initiatives, including the Commission on Racial and Structural Equity.
- Supported numerous community initiatives, including the Rochester Museum and Science Center exhibit “Race: Are We So different?” , “Facing Race, Embracing Equity” (FR=EE), St. Joseph’s Racial Equity & Justice Initiative, the YWCA’s “Person 2 Person” program.
- Issued a statement in support of Black Lives Matter.
- Endorsed RMAPI guiding principles on racism.
- Adopted the RMAPI guiding principles on structural racism, poverty-induced trauma, and community building.
- Published reports on issues of poverty and racial justice.
7. Racial justice included in **Strategic Plan**.

- Made climate justice/equity a priority in the strategic plan.
- Addressing racial inequality is a priority in the strategic plan and governance documents.
- Racial and ethnic equity included in our strategic plan (COVID-19 has delayed our work in this area).
- The board has given full support to addressing the root causes of hunger, as reflected in our strategic plan.
- Built racial equity into our strategic plan.

8. **Advocated** for specific **policy changes** that reduce racial injustice.

- Advocated for “Raise the Age” criminal justice reform; elimination of armed police in RCSD schools, reduction in police violence.
## Responding Organizations

<table>
<thead>
<tr>
<th>25 agencies requesting anonymity</th>
<th>Monroe Plan for Medical Care, Inc.</th>
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<tbody>
<tr>
<td>13thirty Cancer Connect</td>
<td>National Susan B. Anthony Museum &amp; House</td>
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<tr>
<td>Bivona Child Advocacy Center</td>
<td>NY Care Coordination Program</td>
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<tr>
<td>Breast Cancer Coalition of Rochester</td>
<td>Renaissance Academy Charter School</td>
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<td>CASA of Rochester &amp; Monroe County</td>
<td>Roc the Future</td>
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<tr>
<td>Catholic Family Center</td>
<td>Rochester Academy Charter School</td>
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<td>Center for Dispute Settlement</td>
<td>Rochester Area Community Foundation</td>
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<tr>
<td>Center for Governmental Research</td>
<td>Rochester Education Foundation</td>
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<td>Climate Solutions Accelerator of the Genesee-Finger Lakes Region</td>
<td>Rochester Hearing and Speech Center</td>
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<td>Coffee Connection</td>
<td>Rochester Philharmonic Orchestra</td>
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<td>Delphi Drug and Alcohol Council</td>
<td>Rochester RHIO</td>
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<tr>
<td>East House</td>
<td>Rochester Works</td>
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<tr>
<td>Excellus BlueCross BlueShield</td>
<td>Rochester-Genesee Regional Transportation Authority</td>
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<td>Finger Lakes Community Health</td>
<td>Society for the Protection and Care of Children (SPCC)</td>
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<tr>
<td>Finger Lakes Performing Provider System</td>
<td>St. Anne's Community</td>
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<td>Foodlink</td>
<td>St. John's Home Foundation</td>
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<td>Greater Rochester Health Foundation</td>
<td>St. Peter's Kitchen</td>
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<td>Starbridge</td>
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<td>The Children's Agenda</td>
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<td>The Hochstein School</td>
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<td>Lollypop Farm, Humane Society of Greater Rochester</td>
<td>YWCA of Rochester &amp; Monroe County</td>
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<td>Loop Ministries</td>
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