

Tips & Tools for...

Building a Diverse Board, Virtually

BoardEffect Webinar

July 9, 2020 – 11:00 AM EDT

Housekeeping



Webinar will last 60 minutes (15 min for Q&A)



Session is being recorded



Phone lines are muted – please ask questions through the Q&A box



Follow-up email after the session will include the recording, resources, and a short survey

Presenters



Stacey Woodland, Chief Executive Officer, YWCA Tri-County Area

- Joined as CEO in 2014 and led YW3CA's expansion by increasing the number of adult education students and enrollment in early education and youth empowerment programs.
- YW is a thought-leader in and advocate for Equity in Education, offering Implicit Bias trainings and partnering in the fight for the elimination of racism and the empowerment of marginalized women, girls and families.
- Stacey is a 2020 Nonprofit Executive Leadership Institute (NELI) Fellow, and a 2017 graduate of Harvard University's Strategic Perspectives in Non-Profit Management.
- Stacey serves on YWCA USA's CEO Advisory Council and is a former Commissioner on the Montgomery County Commission on Women and Girls.



Dottie Schindlinger, Executive Director, Diligent Institute

- Heads the corporate governance research arm and think tank of Diligent Corporation at diligentinstitute.com.
- Co-author of [Governance in the Digital Age: A Guide for the Modern Corporate Board Director](#), ©2019, Wiley & Sons.
- Co-host of [The Corporate Director Podcast](#).
- Vice Chair of the Board of Alice Paul Institute.
- Founding team member of BoardEffect.

Topics We'll Cover Today

Tips & Tools for Building a Diverse Board, Virtually

- Provide context for why increasing the racial/ethnic diversity of nonprofit boards is critical
- Discuss specific board-building strategies
- Explore tools that can help you build board diversity, virtually

The screenshot displays the BoardEffect user interface. At the top, there is a navigation bar with icons for Home, Events, Library, and Collaborate. Below this is a secondary navigation bar with links for Schedulers, Polls, Surveys, Survey Templates, Discussions (which is highlighted), and Tasks. The breadcrumb trail reads: My BoardEffect / Governance Committee / Workroom Discussions / Recruiting Diverse Directors / Research on board diversity. The main heading is "Recruiting Diverse Directors" with a sub-heading "This is a list of resources for recruiting diverse directors." There are two tabs: "Replies" (selected) and "Attachment List". The discussion title is "Research on board diversity", created by Dottie Schindlinger, with the question "What resources can help us?". A green "+ New Reply" button is visible. Below the question, it says "1 Replies" and "Newest First" with a dropdown arrow. The first reply is from Dottie Schindlinger, dated 7/7/2020 9:16PM, with the text "BoardSource's 'Leading With Intent' 2017" and "This is an excellent resource." followed by a link to "LWI-2017.pdf".

Modern Governance: Lessons Learned in 2020

- **Strong leadership is required** – transparency, clarity, proactive approach, tone from the top
- **Organizational culture & diversity matters** more than ever – they are key to long-term success
- **Open, secure lines of communication** are needed – access to leadership by stakeholders is critical
- Existing playbooks are insufficient and **“rapid iteration”** is required
- **Technology competence** is no longer optional for leaders – “virtual” governance is here to stay
- **Volatility, uncertainty, complexity, ambiguity is the “new normal”** – agile leadership required

Current Nonprofit Leadership Is Not Racially Diverse

- The vast majority of nonprofit boards and CEOs are white:
 - 90% of nonprofit CEOs and Board Chairs are Caucasian
 - 84% of all nonprofit board members are Caucasian
- Despite the diversity of the communities nonprofits serve, few nonprofit leaders are people of color:

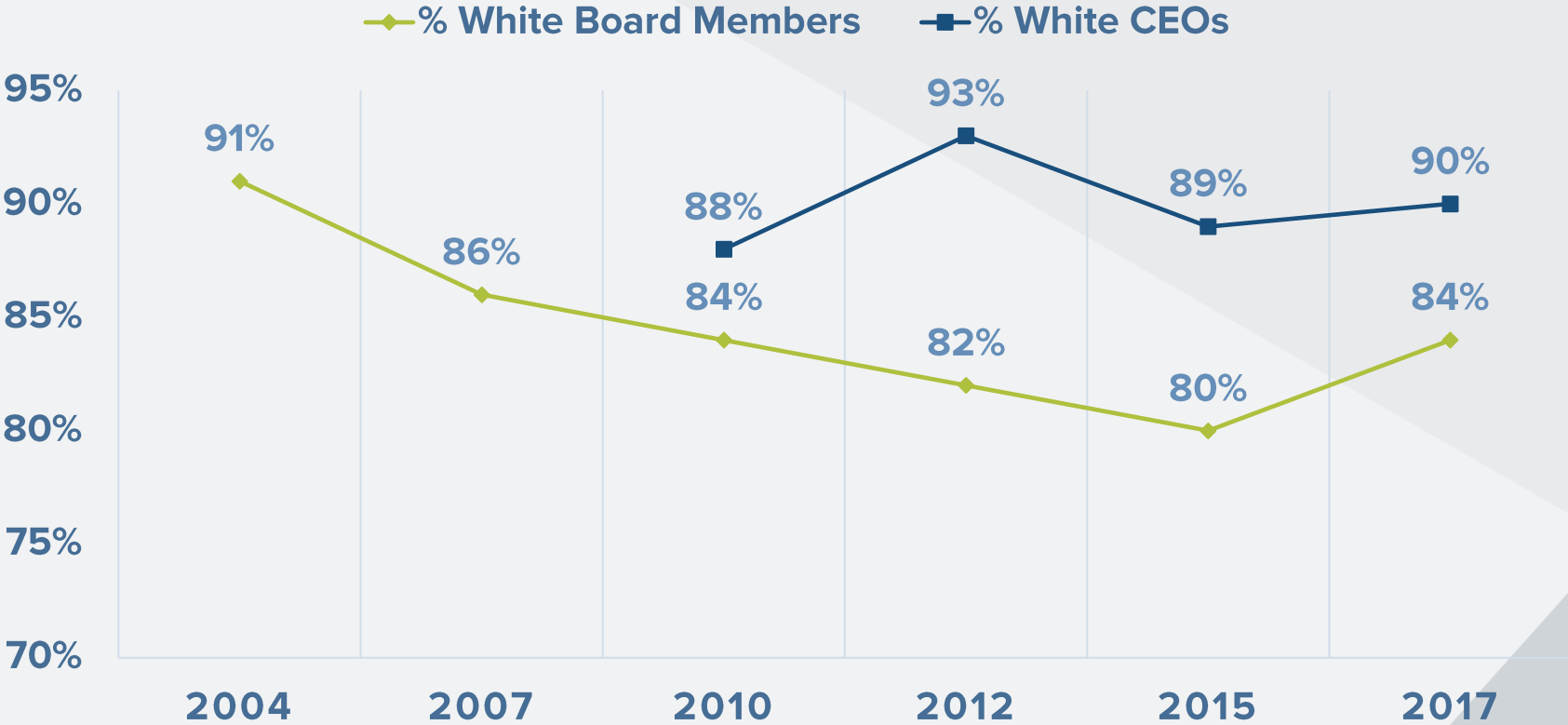
| Race & Ethnicity | Nonprofit CEOs | Board Chairs | Board Members | US Population |
|-------------------------------------|----------------|--------------|---------------|---------------|
| African-American/Black | 4% | 5% | 8% | 13.4% |
| American Indian or Alaska Native | < 1% | 1% | 1% | 1.3% |
| Asian | 2% | 2% | 3% | 5.9% |
| Hispanic or Latino | 3% | 3% | 5% | 18.5% |
| Native Hawaiian or Pacific Islander | < 1% | < 1% | < 1% | 0.2% |
| Two or more races | 2% | 1% | 1% | 2.8% |

Nonprofit data is from [BoardSource, Leading with Intent: 2017 Index of Nonprofit Board Practices](#) (Washington, D.C.: BoardSource, 2017).

US Population data is from [census.gov](#).

The Lack of Racial Diversity in Nonprofit Leadership Persists

- BoardSource’s *Leading with Intent* reports, published every 3 years since 2004, shows that the lack of racial/ethnic diversity is not improving:



“Change depends on ordinary people who have the courage to say, ‘Enough is enough and no more.’”

KUMI NAIDOO

*Global Ambassador for Africans
Rising for Justice, Peace & Dignity*

OPINION POLL: Nonprofit boards will have achieved the right balance of racial & ethnic diversity when they...

- Reflect the **local community** where the nonprofit is headquartered.
- Match the racial & ethnic diversity of the **US population**.
- Represent the diversity of the **communities the nonprofit serves**.
- Have **equal representation** of all races/ethnicities.
- Represent the diversity of the nonprofit's **funders and donors**.



The YW3CA Story



YW3CA Mission & Vision

YWCA Tri-County Area is on a mission to eliminate racism, empower women, and promote peace, justice, freedom, and dignity for all.

YWCA envisions a world that holds equal promise for every person. We stand in solidarity with our community members against racial injustice and work towards a world where equality exists in every facet of our society.

Through our collective work, YWCA Tri-County Area will be known as an organization where all people, but especially women, girls and families of color, receive trauma responsive, culturally competent, education services that will support the enrichment of their lives.



YW3CA Core Values



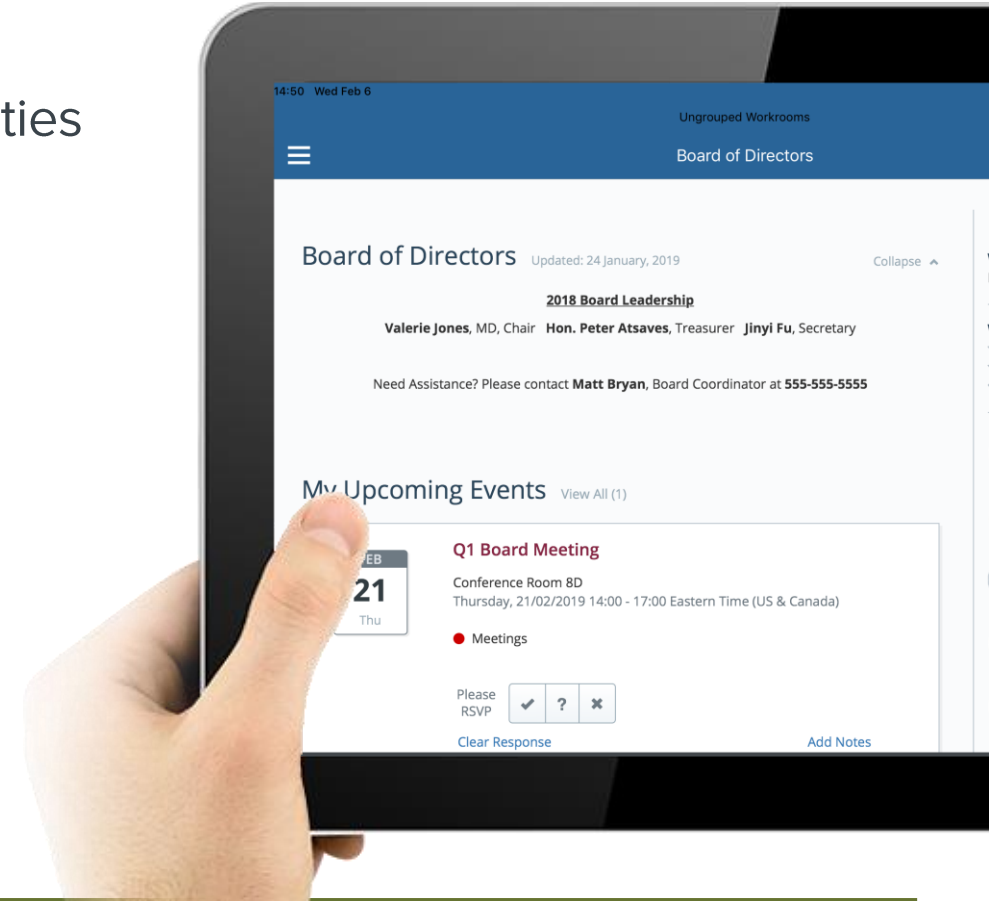
- YWCA is committed to drive change, to listen, facilitate discussion, support and most importantly, act.
- YWCA board of directors, staff, and volunteers serve our community with integrity, courage, accountability, and compassion.
- YWCA celebrates diversity, practices inclusion, and promotes equality.

Discussion Questions – the YW3CA Story

- What did the board look like in 2014, when you first took the role of CEO?
- What are the demographics of the communities YW3CA serves?
- What is the racial/ethnic composition of the YW board today?
- What were the steps involved in making the board more racially/ethnically diverse?
- What were the biggest challenges and how did you overcome them?

Conduct a Leadership Composition & Gap Analysis

- **Determine your needs**
 - Strategic plans, goals for the next 3-5 years
 - Racial/ethnic make-up of your core stakeholders/communities
- **Create your board “profile matrix”**
 - Demographics – voluntary disclosures
 - Review skill sets, perspectives
 - Identify the gaps
- **Seek opportunities for board refreshment**
 - Board & committee leadership roles
 - Terms ending/term limits
 - Retirements & resignations
 - Adding board seats



Create a secure, central repository of important documents and information for the board and potential candidates.

BoardEffect

Libraries Directory Settings Dottie Schindlinger

Welcome Updated: July 7, 2020

In times of crisis, **modern governance** matters more than ever. BoardEffect has compiled the following resources to help organizations navigate these difficult times.

- [New Whitepaper!] Virtual Meeting Toolkit - Published 5/6/2020
- [Whitepaper] Crisis Management Toolkit - Published 4/8/2020
- [Webinar Replay] Best Practices for Virtual Board Meetings During COVID-19
- [Checklist] Modern Governance Checklist for Nonprofits
- [Blog] How Nonprofits Are Providing Support During COVID-19

My Upcoming Events View All Events Export

AUG 20 Thu

Board Meeting

Remotely - GoToMeeting
Thursday, 8/20/2020 10:00AM - 12:00PM Eastern Time (US & Canada)

- Meetings

Board of Trustees

🔒 1 Book not visible

Attach or Create Book Join Meeting Export to Calendar

BE Announcements

BoardEffect Webinar Schedule and Registration - JULY SCHEDULE NOW AVAILABLE!
Thursday, 12/26/2019

Modern Governance Summit - Virtual Conference
Monday, 7/6/2020

What's New
Wednesday, 5/6/2020

COVID-19 Res
Thursday, 4/2/2020

IE11 - BoardE Support for I
Tuesday, 3/17/2020

Global News

Sample global announcement!
Friday, 2/16/2018

News

Monthly Briefing for December 2016
Board of Trustees
Thursday, 12/1/2016

Provide a single access point for meeting materials, announcements and group collaboration.

Connect board members to online meetings quickly and securely.

Tools for “Virtual” Board Composition & Gap Analysis

Settings

- Introduction
- General Settings
- Manage Users
- Manage Workrooms and Groups
- Event Settings
- Mobile Devices
- Custom Fields**
- Reports
- Security Summary
- Features
- Email Templates
- Integrations

Custom Fields Settings [Export as Excel](#) [Manage](#)

Profile

Grouped

1. Demographics

1. Birthdate (Month & Day Only)

2. Region


3. Gender

- Female
- Male
- Non-conforming/Non-binary
- Not listed (please specify in comments)
- Prefer not to disclose

4. Ethnicity/Race

- African American/Black
- Asian
- Pacific Islander
- Hispanic/Latino
- Arab/Middle Eastern
- Native American/American Indian

Dottie Schindlinger



Dottie Schindlinger
BoardEffect Presenter
dschindlinger@diligent.com

Contact Workrooms Term Info Additional

DEMOGRAPHICS

Birthdate (Month & Day Only) June 16

Region Mid-Atlantic

Gender Female

Ethnicity/Race Caucasian/White

Education Completed some postgraduate

Industry Information Technology

Comments

Areas of expertise Board Governance, Fundraising, and Marketing

| | A | B | C | D | E | F | G | H |
|----|---------------------|------------------------------------|-------------------|---------------|------------------------|-----------------------------|--------------------------------|-----------------------------------|
| 1 | Name | Birthdate (Month & Day) | Region | Gender | Ethnicity/Race | Education | Demographics - Industry | Areas of expertise |
| 2 | James Park | April 11 | Mid-Atlantic | Male | Asian | Master's degree | Legal Services | Board Governance, Legal, Finance |
| 3 | Brian Alexander | May 15 | Mid-Atlantic | Male | Caucasian/White | Master's degree | Financial Services | Finance, Fundraising |
| 4 | Michael Scappa | July 20 | Southeast | Male | Caucasian/White | Completed some college | Information Technology | Technology |
| 5 | Valarie Jones | March 22 | Mid-Atlantic | Female | African American/Black | Bachelor's degree | Human Resources | Board Governance, Human Resources |
| 6 | Matt Bryan | August 12 | Midwest | Male | Caucasian/White | Bachelor's degree | Supply Chain | Operations |
| 7 | Dottie Schindlinger | June 16 | Mid-Atlantic | Female | Caucasian/White | Completed some postgraduate | Professional Services | Board Governance, Marketing |
| 8 | Maria Lopez | March 1 | Southwest | Female | Hispanic/Latino | Bachelor's degree | Education | Operations |
| 9 | David Adkins | February 10 | Pacific Northwest | Male | Caucasian/White | Master's degree | Education | Board Governance, Technology |
| 10 | Rita Auritt | December 1 | Northeast | Female | Caucasian/White | Master's degree | Banking | Finance, Fundraising |
| 11 | | | | | | | | |

“Virtual” Governance Committee Collaboration (Without Scheduling More Videoconference Meetings!)

Governance committee & board collaboration can take place securely online and help reduce the number & frequency of meetings.

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One-stop shop for all your board's info – available on any device, anywhere in the world.

Central location for all critical board policies, bylaws, meeting minutes, related research, committee information, etc.

The screenshot displays a web application interface for a board's information. On the left is a 'Libraries' sidebar with a tree view containing: Resource Library, Libraries, Board of Trustees & Committees (expanded), Board of Trustees (selected), Audit and Risk Management Committee, Compensation Committee, Finance Committee, Governance Committee, Foundation Board, Advisory Board, Secured Folders, and Your Private Folder. An orange arrow points from the text box to the 'Board of Trustees' item. The main content area shows the breadcrumb 'Board of Trustees & Committees / Board of Trustees' and a toolbar with 'Move', 'Delete', 'Add to Daily Digest', 'New Folder', and a search box. Below is a table of files and folders:

| <input type="checkbox"/> | Name | Type | Date Modified | Added By | |
|--------------------------|----------------------------------|--------|-----------------------|---------------------|---|
| <input type="checkbox"/> | Meeting Books | Books | Nov 16, 2018 11:15 AM | Dottie Schindlinger | |
| <input type="checkbox"/> | Handbooks | Books | | Dottie Schindlinger | |
| <input type="checkbox"/> | Archives | Books | Dec 19, 2016 06:23 PM | Dottie Schindlinger | |
| <input type="checkbox"/> | Board Development Strategies | Folder | 9/25/2016 11:08PM | Top Level Admin | ▼ |
| <input type="checkbox"/> | Board Meeting Materials - DRAFTS | Folder | 7/7/2020 9:32PM | Dottie Schindlinger | ▼ |
| <input type="checkbox"/> | Board Travel Information | Folder | 10/25/2016 10:45AM | Dottie Schindlinger | ▼ |
| <input type="checkbox"/> | Bylaws and Policies | Folder | 9/16/2016 2:47PM | Dottie Schindlinger | ▼ |
| <input type="checkbox"/> | Meeting Minutes | Folder | 7/27/2016 9:07AM | Dottie Schindlinger | ▼ |
| <input type="checkbox"/> | Member Documents | Folder | 7/26/2016 9:50AM | Dottie Schindlinger | ▼ |
| <input type="checkbox"/> | New Board Candidates | Folder | 1/14/2016 6:13PM | Top Level Admin | ▼ |

OPINION POLL: On a scale of 1 to 5 - How comfortable are you with discussing race?

- 1 – very uncomfortable
- 2 – somewhat uncomfortable
- 3 – neither uncomfortable nor comfortable
- 4 – somewhat comfortable
- 5 – very comfortable



Diverse Board Building Checklist

- How does our board building plan align with our mission, vision and core values? (What are our goals for diversity and what will be our measures of “success”?)
- How are we ensuring our board adequately reflects the interests of stakeholders? (What does “stakeholder” mean to our organization?)
- Who can help expand our network of potential candidates? (How will we build relationships?)
- How will we measure our progress on diversity and hold ourselves accountable? (How will we address discomfort with talking about race?)
- How should we adapt our current approach to make better use of technology tools? (How will we support novice tech users so it’s not a barrier for leaders?)
- How will we sustain our efforts to diversify our leadership until we meet the goals? (How are we holding ourselves accountable?)

Building a Diverse Board – Virtually: Some Considerations

- ❑ Don't let “virtual” be a barrier to success – be flexible, and acknowledge the process takes time, patience, and persistence
- ❑ Ensure open access and open lines of communication – be transparent
- ❑ Don't rely only on videoconferences – leverage other online collaboration tools as well
- ❑ Take personal responsibility, along with organizational accountability
- ❑ Be courageous and acknowledge missteps candidly when they happen, and keep going

Discussion

Additional Resources

YW3CA:

- [Racism, Trauma, & What's Next? Advocacy Summer Series](#)
- [AmeriCorps DAWN \(Dignified Advancement Workforce Navigation\)](#)
- [AmeriCorps VISTA \(Volunteers in Service to America\)](#)

BoardEffect:

- Visit our website at boardeffect.com/resources.
- Learn more about BoardEffect – [Request a Demo](#).