

















































































































**18. For how many consecutive terms may your foundation's or giving program's Board members serve?**

- 1 term
- 2 terms
- 3 terms
- 4 terms
- Other, please specify: \_\_\_\_\_

**19. Please share any additional information about your foundation's or giving program's procedures related to Board term length or limits:**

**20. Thinking of your board selection, staff hiring and contracting practices, does your organization have written policies or guidelines related to:**

- |   |            |           |                 |
|---|------------|-----------|-----------------|
| a. Board diversity or inclusivity           | <b>Yes</b> | <b>No</b> | <b>Not sure</b> |
| b. Staff diversity or inclusivity           | <b>Yes</b> | <b>No</b> | <b>Not sure</b> |
| c. Executive staff diversity or inclusivity | <b>Yes</b> | <b>No</b> | <b>Not sure</b> |
| d. Vendor diversity or inclusivity          | <b>Yes</b> | <b>No</b> | <b>Not sure</b> |

**20a. Please select the characteristics that are included in your diversity or inclusivity policies. Please select all that apply.**

- |  |   |
|--|---|
| <input type="radio"/> Race                         | <input type="radio"/> Disability                        |
| <input type="radio"/> Color                        | <input type="radio"/> National origin                   |
| <input type="radio"/> Religion                     | <input type="radio"/> Marital status                    |
| <input type="radio"/> Gender                       | <input type="radio"/> Sexual orientation                |
| <input type="radio"/> Age                          | <input type="radio"/> Diverse social/political ideology |
| <input type="radio"/> Other, please specify: _____ |   |

**21. If you so choose, please expand on your answers to the above questions by sharing any additional information on your written or unwritten/informal policies or guidelines related to diversity or inclusivity:**

**22. In your organization's mission statement or grantmaking guidelines, which of the following populations, if any, are specifically named as key constituencies that you aim to serve through your U.S. grantmaking? Please check all that apply.**

Note: Although your grants may benefit all population groups, in this question, please indicate only the population groups that your grantmaking intentionally targets.

- Racial or ethnic minority populations in general
- Black or African American
- Hispanic/Latino/Latina
- Asian or Asian American
- Native Hawaiian or Pacific Islander
- Native American or Alaska Native
- Women or girls
- People with disabilities
- Other, please specify: \_\_\_\_\_
- Lesbian, gay, bisexual, transgender, or queer
- Economically disadvantaged
- Youth or children
- Senior citizens/aging populations
- Immigrant communities
- Other "at risk" populations (i.e., homeless, etc.)
- No specific populations are mentioned
- Not sure

**23. If you so choose, please expand on your answer(s) to the above question by sharing additional information on your mission statement or grantmaking guidelines, as they relate to specific population groups.**

**24. Thinking about your U.S. grantmaking, does your foundation or corporate giving program seek out and support nonprofit programs that specifically address diversity, inclusivity and equity issues.**

- Yes
- No
- Not sure

**25. If you so choose, please expand on your answer to the above question by providing context or background that would be important for us to know, information on specific diversity, inclusivity or equity programs that your foundation is developing or leading, etc.**

Recently, there has been some public discussion about the amount of support foundations provide to nonprofit organizations led by historically underrepresented populations. Various research, advocacy and nonprofit organizations have different definitions of “led by” and some refer to these nonprofit organizations as “minority-led” or “constituent-led.” Questions 26 & 27 refer to your foundation’s or corporate giving program’s definition of “led by.”

**26. When seeking to determine whether a nonprofit is minority-led or constituent-led, which of the following characteristics is most important to your foundation or corporate giving program? (*Please select one.*)**

- The nonprofit’s executive leader (or volunteer board leader for non-staffed organizations) is a member of a historically underrepresented group.
- At least fifty percent of the nonprofit’s board members are members of a historically underrepresented group.
- At least fifty percent of the nonprofit’s management staff are members of a historically underrepresented group.
- At least fifty percent of the nonprofit’s staff members are members of a historically underrepresented group.
- The mission statement of the nonprofit is to serve and empower members of a historically underrepresented group.
- The nonprofit serves specific historically underrepresented groups.

**27. If your foundation or corporate giving program takes other characteristics into account when determining whether an organization is minority-led or constituent-led, please identify those here. (*Please select all that apply.*)**

- The nonprofit’s executive leader (or volunteer board leader for non-staffed organizations) is a member of a historically underrepresented group.
- At least fifty percent of the nonprofit’s board members are members of a historically underrepresented group.
- At least fifty percent of the nonprofit’s management staff are members of a historically underrepresented group.
- At least fifty percent of the nonprofit’s staff members are members of a historically underrepresented group.
- The mission statement of the nonprofit is to serve and empower members of a historically underrepresented group.
- The nonprofit serves specific historically underrepresented groups.

**28. If you so choose, please expand upon your answers to Questions 26 & 27 by sharing additional information about how your organization defines “minority-led” or “constituent-led”.**

**29. Does your foundation or corporate giving program ever gather data from nonprofit grant applicants about the following topics.**

Racial/ethnic composition of the nonprofit's board of directors/trustees	<b>Yes</b>	<b>No</b>	<b>Not sure</b>
Disability status of the nonprofit's board of directors/trustees	<b>Yes</b>	<b>No</b>	<b>Not sure</b>
Sexual orientation/gender identity of the nonprofit's board of directors/trustees	<b>Yes</b>	<b>No</b>	<b>Not sure</b>
Gender composition of the nonprofit's board of directors/trustees	<b>Yes</b>	<b>No</b>	<b>Not sure</b>
<hr/>			
Race/ethnicity of the nonprofit's chief executive	<b>Yes</b>	<b>No</b>	<b>Not sure</b>
Disability status of the nonprofit's chief executive	<b>Yes</b>	<b>No</b>	<b>Not sure</b>
Sexual orientation/gender identity of the nonprofit's chief executive	<b>Yes</b>	<b>No</b>	<b>Not sure</b>
Gender of the nonprofit's chief executive	<b>Yes</b>	<b>No</b>	<b>Not sure</b>
<hr/>			
Racial/ethnic composition of the nonprofit's staff	<b>Yes</b>	<b>No</b>	<b>Not sure</b>
Disability status of the nonprofit's staff	<b>Yes</b>	<b>No</b>	<b>Not sure</b>
Sexual orientation/gender identity of the nonprofit's staff	<b>Yes</b>	<b>No</b>	<b>Not sure</b>
Gender composition of the nonprofit's staff	<b>Yes</b>	<b>No</b>	<b>Not sure</b>
<hr/>			
Racial/ethnic composition of population(s) served by the nonprofit	<b>Yes</b>	<b>No</b>	<b>Not sure</b>
Disability status of the population(s) served by the nonprofit	<b>Yes</b>	<b>No</b>	<b>Not sure</b>
Sexual orientation/gender identity of the populations served by the nonprofit	<b>Yes</b>	<b>No</b>	<b>Not sure</b>
Gender composition of populations served by the nonprofit	<b>Yes</b>	<b>No</b>	<b>Not sure</b>

**29a. If your foundation or corporate giving program collects demographic data from grant applicants about the composition of their boards or staff, or the population(s) they serve, does your organization use that information in grant decision-making?**

- Always
- Sometimes
- Never
- Not sure

**30. If your foundation or corporate giving program collects other demographic data from grant applicants, please specify that here:**

## **CAPACITY BUILDING**

The following questions focus on “capacity-building” support; that is, support aimed at helping recipient organizations improve their overall effectiveness or their ability to achieve their missions. Please answer to the best of your ability.

**Questions 31-36 refer to your foundation’s or corporate giving program’s U.S. Grantmaking ONLY.**

**31. The following types of assistance are sometimes considered capacity-building activities. Within the past year, has your foundation or corporate giving program supported nonprofit organizations in any of the following areas, through grantmaking or non-grantmaking activities? Please check all that apply.**

- |  |  |
|--|--|
| <input type="radio"/> Operating support                | <input type="radio"/> Marketing support                      |
| <input type="radio"/> Endowment building grants        | <input type="radio"/> Organizational development             |
| <input type="radio"/> Consulting service grants        | <input type="radio"/> Organizational assessment              |
| <input type="radio"/> Equipment/hardware grants        | <input type="radio"/> Human resources management             |
| <input type="radio"/> Training or scholarship grants   | <input type="radio"/> Leadership development                 |
| <input type="radio"/> Low- or no-interest loans        | <input type="radio"/> Board development                      |
| <input type="radio"/> Sponsoring or hosting convenings | <input type="radio"/> Fundraising or special events planning |
| <input type="radio"/> Legal assistance                 | <input type="radio"/> Program development and implementation |
| <input type="radio"/> Fiscal management                | <input type="radio"/> Evaluation of programs or services     |
| <input type="radio"/> Information technology support   |  |
| <input type="radio"/> Strategic planning               |  |
| <input type="radio"/> Other, please specify: _____     |  |
| <input type="radio"/> Not sure                         |  |
| <input type="radio"/> Not Applicable/None Apply        |  |

**32. Thinking further about the types of capacity-building support mentioned in the previous question, to what extent does your foundation's or corporate giving program's grantmaking focus on "capacity-building"?**

- All of our grantmaking focuses on nonprofit capacity-building
- Most of our grantmaking focuses on nonprofit capacity-building
- Some of our grantmaking focuses on nonprofit capacity-building
- Very little of our grantmaking focuses on nonprofit capacity-building
- None of our grantmaking focuses on nonprofit capacity-building
- Not sure

**33. Does your foundation or corporate giving program ever provide capacity-building support to nonprofit organizations that is not in the form of grants (such as technical assistance, training, low- or no-interest loans, etc.)?**

- Often
- Sometimes
- Rarely
- Never
- Not sure

For the purposes of this question, please refer to all definitions of minority-led or constituent-led nonprofits that you selected in Questions 26 & 27.

**34. Over the past five years, has your foundation or corporate giving program provided capacity-building support (either in the form of grants or non-grant support) to any nonprofit organizations led by the following population groups? Please select all that apply.**

Persons of color	<b>Yes</b>	<b>No</b>	<b>Not sure</b>
Persons who identify as lesbian, gay, bisexual, transgender or queer	<b>Yes</b>	<b>No</b>	<b>Not sure</b>
Persons with disabilities	<b>Yes</b>	<b>No</b>	<b>Not sure</b>
Women	<b>Yes</b>	<b>No</b>	<b>Not sure</b>

For the purposes of this question, please refer to all definitions of minority-led or constituent-led nonprofits that you selected in Questions 26 & 27.

**Over the past five years, to about how many nonprofit organizations led by the following population groups has your foundation or corporate giving program provided capacity-building support? If you are not sure, please estimate.**

**34a. Persons of color:** \_\_\_\_\_

**34b. Persons who identify as LGBTQ:** \_\_\_\_\_

**34c. Persons with disabilities:** \_\_\_\_\_

**34d. Women:** \_\_\_\_\_

**35. Does your foundation or corporate giving program ever award grants or provide non-grant support for programs or initiatives designed to build nonprofit leadership among any of the following population groups?**

People of color                      **Yes      No      Not sure**

People with disabilities           **Yes      No      Not sure**

People who identify as lesbian, gay, bisexual, transgender or queer      **Yes      No      Not sure**

Women                                      **Yes      No      Not sure**

**36. Over the past five years, to what extent has the issue of building nonprofit leadership in historically underrepresented communities been a topic of discussion at Board or staff meetings at your foundation?**

- Frequent topic of discussion
- Occasional topic of discussion
- Infrequent topic of discussion
- Not a topic of discussion
- Not sure
- Not applicable

**37. If you have any additional comments regarding any of the topics discussed in this survey (or related to the subject matter of this survey), please indicate those here:**

**38. May we contact you if we need to clarify a given answer or have any follow-up questions?**

- Yes
- No

**Please provide your name, phone number and email address:**

Name: \_\_\_\_\_

Phone: \_\_\_\_\_

Email: \_\_\_\_\_

## Appendix B: Focus Group and Interview Outlines

**Purpose:** MCF will add focus groups and interviews/site-visits to this year's Diversity & Inclusivity Research Project in order to deepen our knowledge and understanding of the perspectives, challenges, processes, programs and success in the field. Information received during these focus groups and interviews may be used in future MCF programming and reporting in addition to the Working Toward Diversity and Inclusion 2010 Research Project.

### Types of Focus Groups:

#### **Grantmaker-Type Focus Groups: Senior Leaders & Trustees**

- Family Foundation Focus Group
- Community Foundation Focus Group
- Independent Foundation Focus Group
- Corporate Foundation/Giving Program Focus Group

#### **Population-Based Focus Groups (*Recruited via Affinity Groups*)**

- Hispanic/ Latino Professionals
- LGBT Professionals
- Asian Professionals
- Native American Professionals
- Young Professionals
- African American Professionals

**Time:** 2 Hours

**Size:** 8-12 people

**Participant Selection:** Members will be invited to participate via MCF communication channels. Members will be targeted based on recommendations and survey feedback. We will offer online registration (managed by Annette) with a cut-off at 12 people for each session.

**Format:** Questions will be asked verbally. Focus groups will be recorded by audio recorded and comments will be transcribed. Participants will also receive numbered note cards for each question to provide additional information. (Note: will plan to contract out transcription services)

**Theme Identification:** Themes will be identified both during and after each focus group. During focus groups, the facilitator will summarize key pieces of feedback and ask for consensus on recurring comments. These will be noted on flip charts throughout the focus groups. Once focus group recordings are transcribed, we will electronically count repeated comments for theme identification. For reporting purposes we will then need to identify common and separate themes for each group. At this point, I am anticipating focusing more on the unique responses for each segment- but this could change based on actual feedback.

**Follow-up:** Individuals who offer compelling statements, examples, or testimonies may be asked separately if we can use their name with a quote. We will obtain written permission to do so.

**Evaluation:** Participants will be asked to evaluate the focus group experience in a Zoomerang survey, 24-48 hours post event.

#### **Promotion:**

- ❖ Targeted Emails: MCF will send targeted emails to MCON's by organization type starting 6/28/10.

- ❖ E-News: MCF will promote all focus groups on 6/30, 7/14, 7/28
- ❖ Network/ Affinity Group Promotion: MCF will ask the affinity groups and appropriate networks to promote the Population Based Focus Groups to their members starting on 7/1/10.
- ❖ Board/Committee's: MCF will ask board and committee members to promote the focus groups and invite staff to attend starting 7/1/10.

## **GRANTMAKER-TYPE FOCUS GROUP QUESTIONS:**

### **Policies, Procedures & Practices**

- What effort has your foundation/corporate giving program made to embrace inclusive practices that you believe worked well?
- What effort has your foundation/corporate giving program made to embrace inclusive practices that you believe did not work well?
- How does your foundation/corporate giving program determine the effectiveness of its diversity efforts? What measures or methods are being used?
- Do you have specific targets or benchmarks against which your diversity efforts are measured? If so, how did you select those targets or benchmarks?
- In your opinion, is your organization addressing diversity, inclusion or equity? Which do you feel the organization/field should be addressing?
- As part of its strategic plan, the Minnesota Council on Foundations adopted goals to create a climate of inclusivity in philanthropy and to recognize, eliminate and prevent racism in philanthropy. Do you believe the Minnesota grantmaking community has not done enough, has done about the right amount, or has done too much vis-à-vis diversity? What about your own organization?
- In your opinion, what other actions can grantmakers take to create and promote a climate of inclusivity in philanthropic practice?
- In your opinion, what other actions can the Minnesota Council on Foundations take to help grantmakers create and promote a climate of inclusivity in philanthropic practice?
- The Minnesota Council on Foundations Diversity Framework encourages grantmaking organizations to address diversity and inclusion in four roles: Funders, Employers, Economic Entities, Citizens of the Community: Which of these roles has your organization had the most success in? Why?
- Which of these roles has been most challenging for your organization/ the field? Why? What can be done to advance success in that role?

### **Capacity Building**

- Does your organization play a leadership role in addressing community/ civic issues related to diversity and inclusion? If so, what issues and what role do you play?
- Has your organization engaged in capacity building related to diversity and inclusion? If so, what populations does your organization target with this work?
- Who do you look to for best practices and successful models in addressing diversity and inclusion?

## **POPULATION-BASED FOCUS GROUP QUESTIONS**

### **Demographics**

- In what ways do you feel the philanthropic field has become more diverse and inclusive over the last five years?
- In what areas do you feel the philanthropic field still needs significant progress related to diversity and inclusion?
- What can the field do to attract a more \_\_\_\_\_ diverse staff and trustees? (racially, generationally, sexual orientation, gender, etc.)
- What can the field do to retain and advance a more \_\_\_\_\_ diverse staff and trustees?

### **Policies, Procedures & Practices**

- In your opinion, is your organization addressing diversity, inclusion or equity? Which do you feel the organization/field should be addressing?
- If you were to give your organization an "A" in diversity and inclusion, what would that look like?

- How are cultural differences valued in your organization? In the field?

### **Capacity Building**

- What type of training is needed to help organizational leader's further embrace diversity and inclusion as an organizational imperative?
- What do you/ your peers need to further advance within the field?
- In what ways do you feel the philanthropic field has achieved equitable funding as it relates to underserved and underperforming populations?
- How can grantmaking organizations strengthen their relationships with communities funded by their diversity and inclusion gifts and further their understanding of the needs of such communities?

### **CEO/ BOARD CHAIR INTERVIEWS**

Interviews with senior leaders with an exhibited or self-expressed passion for championing diversity and inclusion initiatives will be offered.

**Goal:** 8 interviews

**Time:** 1 hour per interview

**Potential Interviewees:** Identified as persons who either self-identify as diversity and inclusion champions or have been identified by others as such. Invitation only opportunity.

### **INTERVIEW QUESTIONS**

- What does "commitment" to diversity really mean to you?
- What is your diversity story?
- (If applicable) When did you have your epiphany or "aha" moment? What was the situation? How did it change you?
- Why is diversity and inclusion so important to your organization?
- What is a "diversity committed leader?" What are the behaviors, attributes and competencies?
- How do you, as a leader create a culture of inclusion?
- How do you get beyond a compliance focus to the organizational and a moral imperative?
- How do you get all of your organization's leaders to "get it"?
- What can philanthropic leaders who want to strengthen their commitment to diversity and inclusion do to achieve success?